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“Maintenance Team” Training:

Phase Three

Revised 25 Aug 2004

Surface Ships

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- **Objectives :**
  - CNSF Note 4702
  - Availability Milestone Plan
  - Government Estimating Process
  - Master Spec Catalog (MSC) details

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- **Objectives :**
  - The Hot Washup Feedback Process
  - TAR Update
  - Premiums Update
  - CMAV Business Rules

Policy Directive

- COMNAVSURFOR Notice 4702 dated Jun 2004
  - Includes new policy for NAVSURFOR
  - Delineates the "Entitled" process for CNO and CMAV avails
  - Covers Work Package Preparation
    - Provides "Business Rules"
    - Provides new Milestones for MS/MO and FFP
  - Also contains details on the use of the "I" and "D" level Master Specification Catalogs (MSC)

Key Definitions

- Flow Metric – measures the continuous build of a maintenance package relative to the amount of budgeted funds. Provides an early warning if the required funding will differ from the amount in the business plan. Graphically displays the Δ between what is VSB and what then has a work spec.

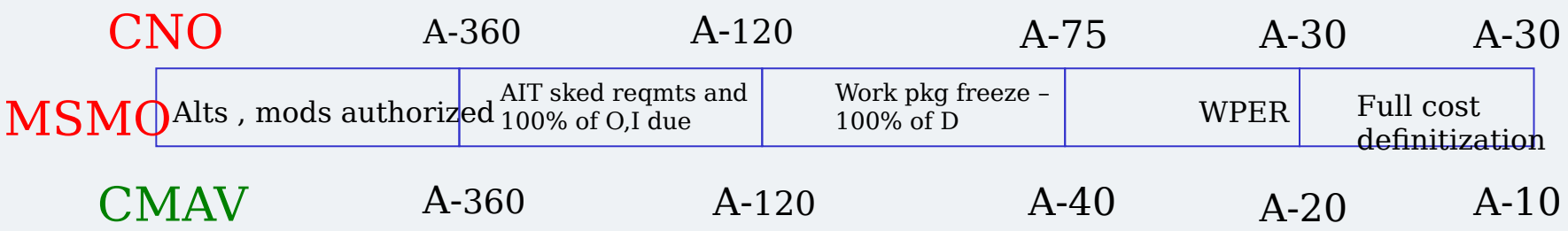
- Work Package Execution Review (WPER – formerly WPIR)
  - Note this DOES NOT replace the WPIC
  - WPIC traditionally integrates repair and alt work – this must be complete well before the WPER (A-70 vs. A-30 for a CNO)
    - Is effectively done on a continual basis
  - WPER
    - This is **not** a mtg to decide what work will be done
    - reviews the full execution schedule (think Gantt) of O,I D, and Alt work
    - validates the fully integrated avail cost

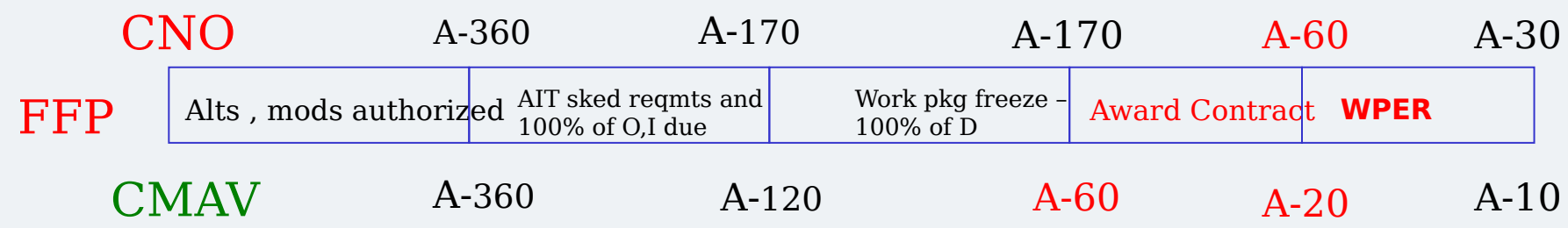
Process maps

Milestone Plan

Milestones for Planned Maintenance

Determinant	CNO	CMAV
duration	About 9 wks	Generally 2 – 6 wk
type of work	Will be O, I, D and Alt	Can be O,I, D and Alt
Development of integrated execution sked	KTR	KTR or MT Project Mgr
Ownership of Execution	RMC or NSA	RMC





Milestone	Responsible Activity	Entitlement (MSMO)	FFP
Provide Drawing list/schedule	Planning Yard	A-390	A-390
Assign drawing development responsibility	PEO Ships	A-390	A-390
Issue S/A Authorization Letter	SYSCOM	A-360	A-360
Issue S/A Authorization Letter	TYCOM	A-360	A-360
Establish availability in NMD	Maintenance Team	A-360	A-360
Receive complete list of AITs	AIT Sponsors	A-360	A-360
Request Availability Planning Funding	NSA	A-345	A-345
Provide funds for spec development	NSA/RMC	A-330	A-330
Screen ICMP/TYCOM routines	TYCOM PC	A-270	A-270
Receive funds for ordering LLTM	SYSCOM	A-270	A-270
Receive funds for ordering LLTM	TYCOM	A-270	A-270
Provide budget guidance to RMC	TYCOM	Feb of prior FY	Feb of prior FY
50% of work package 2K's locked	Maintenance Team	A-240	A-240
Provide MSR SIDs to NSA/planning activity	Planning Yard	A-240	A-240
Provide AIT SIDs to NSA/planning activity	Planning Yard	A-180	A-180
Negotiate business plan with TYCOM	RMC	Mar of prior FY	Mar of prior FY

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Milestone	Responsible Activity	Entitlement (MSMO)	FFP
AIT's identify support requirements for installs	AIT Sponsor	A-120	A-120
80% of D-level work package 2K's locked	Maintenance Team	A-120	A-210
100% of I-level work package locked	Maintenance Team	A-120	A-120
100% of O-level work package locked	Ship's Force	A-120	A-120
Submit AIT support requirements	AIT	A-120	A-170
TYCOM/SYSCOM Funding Controls Verified	RMC	A-120	A-120
AIT's provide funding for install support	AIT Sponsor	A-90	A-90
100% of D-level work package 2K's locked	Maintenance Team	A-75	A-170
100% of 2K's planned	Planning Activity	A-60	A-140
Solicit Bids	RMC	N/A	A-120
Submit Bids	Contractor	N/A	A-90
Award Contract	RMC	N/A	A-60
Definitze work package	RMC	A-45	N/A
Conduct WPER	Maintenance Team	A-30	A-30

NOTE MS/MO AND FFP DIVERGE AT A-210

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Milestone	Responsible Activity	CNO MSMO	CNO FFP	CMAV MSMO	CMAV FFP
Provide Drawing list/schedule	Planning Yard	A-390	A-390		
Assign drawing development responsibility	PEO Ships	A-390	A-390		
Issue S/A Authorization Letter	SYSCOM	A-360	A-360		
Issue S/A Authorization Letter	TYCOM	A-360	A-360		
Establish availability in NMD	Maintenance Team	A-360	A-360		
Receive complete list of AITs	AIT Sponsors	A-360	A-360		
Request Availability Planning Funding	NSA	A-345	A-345		
Provide funds for spec development	NSA/RMC	A-330	A-330		
Screen ICMP/TYCOM routines	TYCOM PC	A-270	A-270		
Receive funds for ordering LLTM	SYSCOM	A-270	A-270		
Receive funds for ordering LLTM	TYCOM	A-270	A-270		
Provide budget guidance to RMC	TYCOM	Feb of prior FY	Feb of prior FY		
50% of work package 2K's locked	Maintenance Team	A-240	A-240		A-120
Provide MSR SIDs to NSA/planning activity	Planning Yard	A-240	A-240		
Provide AIT SIDs to NSA/planning activity	Planning Yard	A-180	A-180		
Negotiate business plan with TYCOM	RMC	Mar of prior FY	Mar of prior FY		
Award AIT contracts for work not being done by MSR	AIT Sponsor	A-150	A-150		
AIT's identify support requirements for installs	AIT Sponsor	A-120	A-120		
80% of D-level work package 2K's locked	Maintenance Team	A-120	A-210		A-100
100% of I-level work package locked	Maintenance Team	A-120	A-120	A-40	A-80
100% of O-level work package locked	Ship's Force	A-120	A-120	A-30	
Submit AIT support requirements	AIT	A-120	A-170		
TYCOM/SYSCOM Funding Controls Verified	RMC	A-120	A-120		
AIT's provide funding for install support	AIT Sponsor	A-90	A-90		
100% of D-level work package 2K's locked	Maintenance Team	A-75	A-170		A-90
100% of 2K's planned	Planning Activity	A-60	A-140	A-30	A-75
SHAPEC Package turnover	SHAPEC	N/A	A-135		
Solicit Bids	RMC	N/A	A-120		A-70
Submit Bids	Contractor	N/A	A-90		A-40
Award Contract	RMC	N/A	A-60		A-20
Definitize CNO work package	RMC	A-45	N/A		
Conduct CNO WPIR	Maintenance Team	A-30	A-30		
Conduct CMAV WPIR	Maintenance Team	N/A	N/A	A-20	A-10
Definitze CMAV work package	RMC	N/A	N/A	A-10	

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Implementation Plan for Entitled Execution Planning Milestones

“cut in” plan for entitled MSMO and FFP Milestones

These new milestones are detailed in the 4702 notice. The slides that follow present the implementation plan for converting to these milestones.

Categorizing teams

- Categorize MTs by interval of time in relation to the next CNO A-0 for their ship (if more than 1 ship use the earliest A-O for categorization of that team)
  - **Early cycle team** >=A-120 to avail start
  - **Late cycle team** <=A-119 to avail start

- For each category the required action list or performance stds that are now executable are on the ‘cut in’ template

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MSMO Milestone "cut in" template	Enablers	Early cycle team >=A-120	Late cycle team <=A-119 Or if CNO pkg has been turned over to contracting
FY 05 Business plans	4703	by 30-Sept –04	by 30-Sept -04
Execution milestones	4702	Work against entitled set	Work against baseline set
Continual VSB	Entitled process map 4701	yes	no
Continual KTR spec development	Entitled Process map, bus rules BRT output	yes	no
Continual TAR & definitization	4703	yes	Yes, to the extent possible
Management of G&NW	4703, lvl 2 process map	yes	yes
Management of Alts	PEO Ships - policy for authorized Alts	yes	yes
WPIC		Not req'd	Already complete
WPER	4702	yes	Yes, to the extent possible
MSC use and feedback	4702	yes	Yes, to the extent possible

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What now …. CFT 2 target implementation goals

- Implement ASAP ……
- FFP teams work to milestone dates on FFP process map as able
- RMCs have 2- 4 wk to provide a written implementation plan to CFT 2 (TG SPFs are gouged up and ready to help)
- RMCs have 2- 4 mos to have all teams working against the entitled milestones as detailed on the template

CFT 2 Panel 3
Package Development (Flow Metric)

- Goal - To measure the continuous development of a maintenance package relative to the amount of budgeted funds.

- There will be 2 lines on the graph:
  - The top line will measure the total of preliminary and planning estimate dollars brokered to the avail
  - The 2nd line will be a subset of the top line and just measure the total of the planning estimate dollars in the avail
  - The difference between the lines will be the amount of VSB work but yet unplanned

- This will soon be part of the MT bridge plot

CFT2 Panel 3 - Package Development

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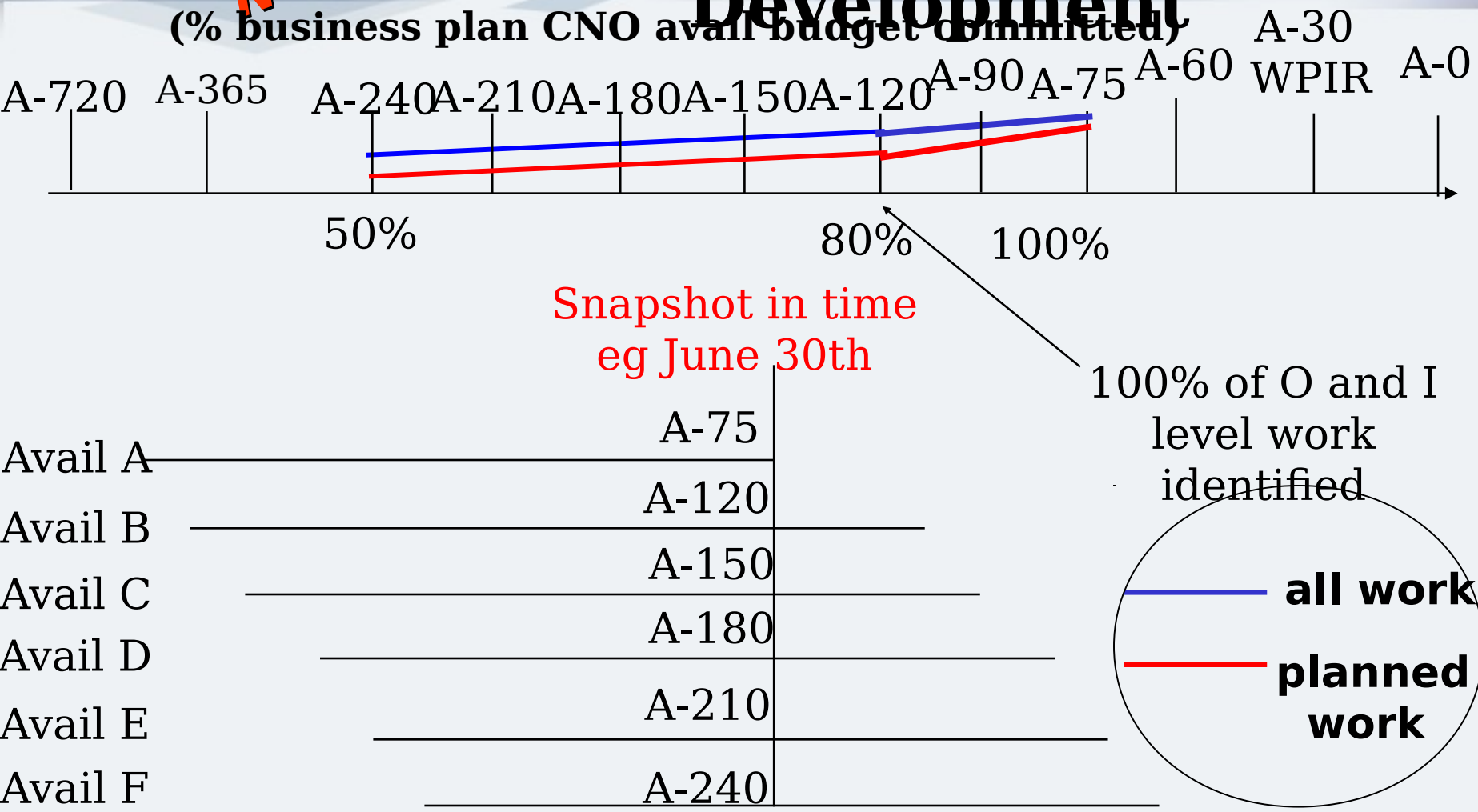
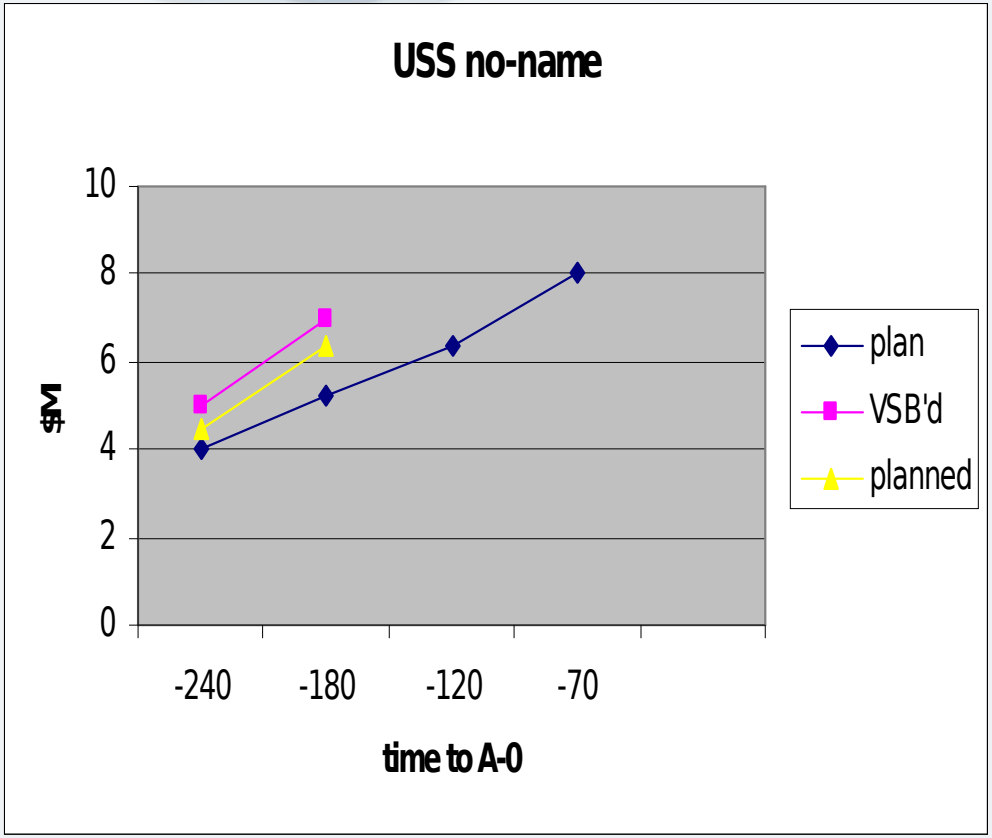
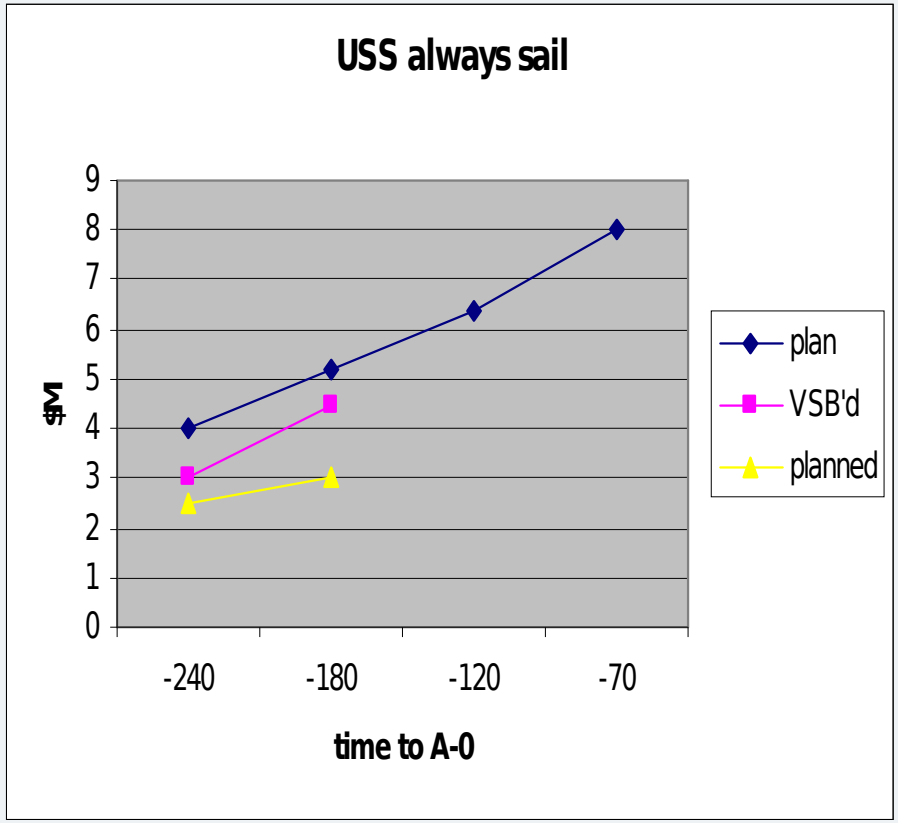
(% business plan CNO avail budget committed)



What does the flow metric tell you ?





Government Estimating Process

We need to single up on terminology to describe the various types of estimates and actual costs that are in the process:

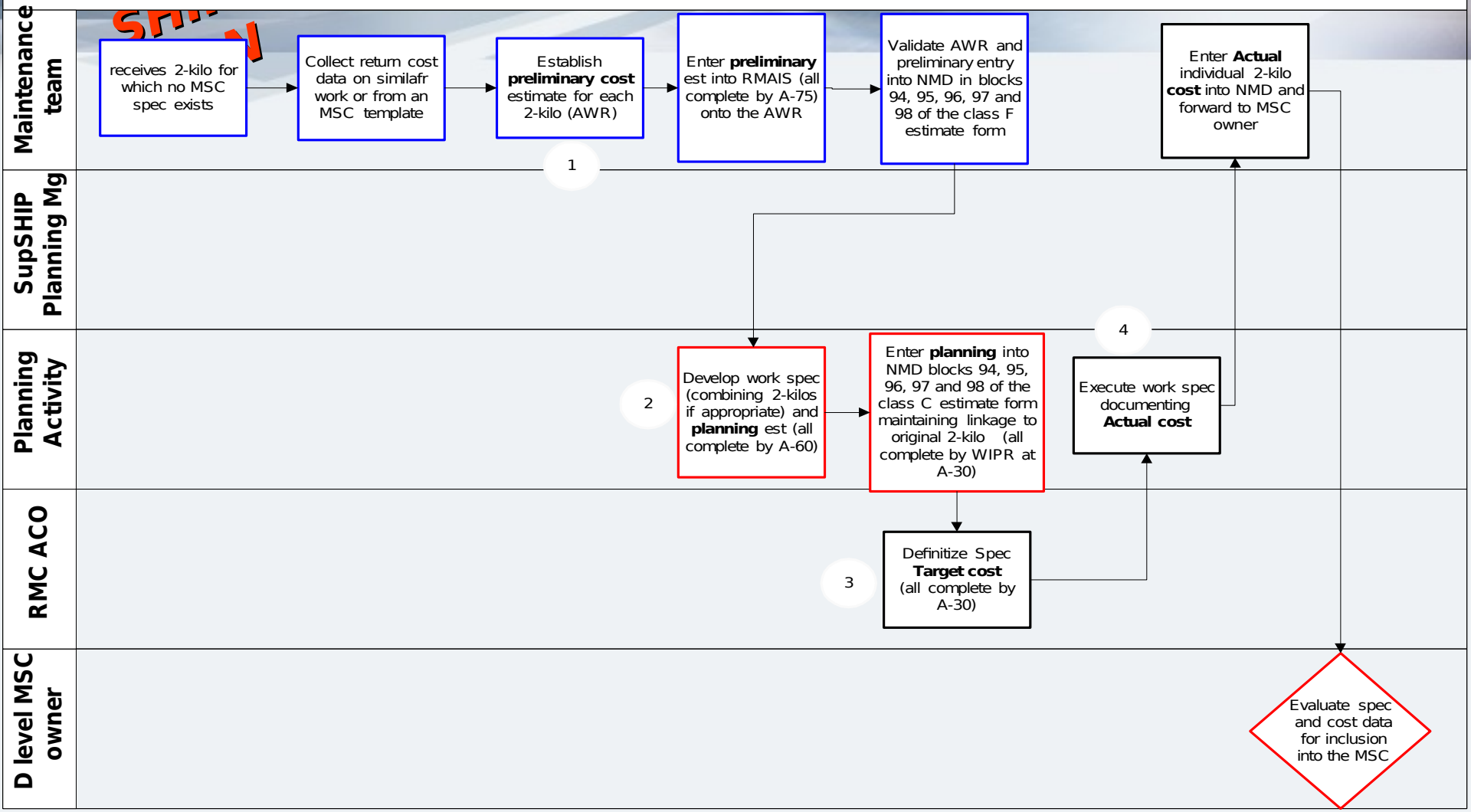
- Preliminary cost estimate – the first estimate developed by the MT for the cost of completing a repair (formerly known by the terms initial or class F)

- Planning estimate – a revision of the preliminary estimate that is made after the work spec is developed. If a spec is drawn from the MSC the associated estimate for man-hours and material constitute the planning estimate. Previously know as the class C estimate.

- Target cost – this revision to the planning estimates is developed for each of the work items when the KTR integrates all of the work into the avail package. This estimate recognizes the effect of performing work in a logical and efficient manner and should be a percentage less than the planning estimate for each AWR.

- Actual Return cost – provided by the KTR after the work item is complete.

GOVT D-level Cost Estimating Process - level 1 Rev 01 - June - 04


Maintenance team
receives 2-kilo for which no MSC spec exists
Collect return cost data on similafr work or from an MSC template
Establish **preliminary cost** estimate for each 2-kilo (AWR)
Enter **preliminary** est into RMAIS (all complete by A-75) onto the AWR
Validate AWR and preliminary entry into NMD in blocks 94, 95, 96, 97 and 98 of the class F estimate form
Enter **Actual** individual 2-kilo **cost** into NMD and forward to MSC owner
1
SupSHIP Planning Mg
Planning Activity
2
Develop work spec (combining 2-kilos if appropriate) and **planning** est (all complete by A-60)
Enter **planning** into NMD blocks 94, 95, 96, 97 and 98 of the class C estimate form maintaining linkage to original 2-kilo (all complete by WIPR at A-30)
4
Execute work spec documenting **Actual cost**
RMC ACO
3
Definitize Spec **Target cost** (all complete by A-30)
D level MSC owner
Evaluate spec and cost data for inclusion into the MSC

Class F est-
based on AWR
is a Govt edstimate
based on historical cost data
+-40%

Class C est-
based on written spec
is a Govt edstimate
based on return cost da ta for similar work
+-10%

CFT 1

CFT 2

CFT 3

The Way ahead …..

CFT 2

- verify milestone implementation plans
- will look for MSMO ships who are approaching A-120
- begin to work closely with and monitor progress of the MTs
- focus on a solid cutoff at A-70
- KTR deliverables at A-60
- a solid WPER at A-30 with efficiency savings built in

Not to be lost in the shuffle… process discipline

It is just as important to the program success to implement a “hard stop” on work being brokered to a CNO after A-70 as it is to freeze immature alts / mods

When late 2k’s or GNW or CASREP work must be added – follow the business rules of CNSF Notice 4703

Master Spec Catalog (MSC)

Surface Ships

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Definitions and Different Types of Reusable Planning documents

Catalog contents as of 29 JUN 04

MSC GOALS

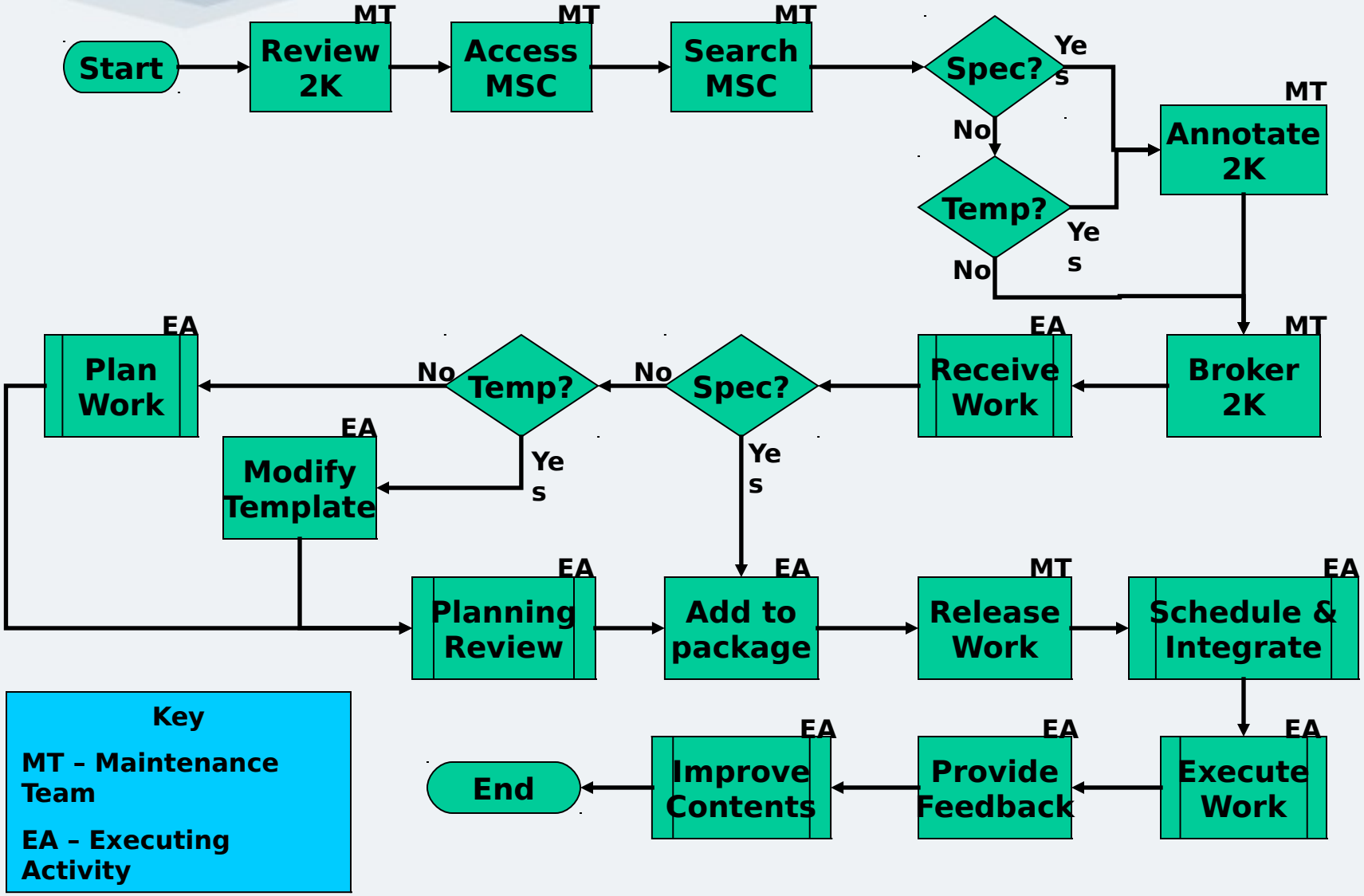
- Eliminate the need to develop gov’t estimates and….
- Increase the efficiency of the planning process…
- by developing and maintaining a centrally managed, technically accurate body of reusable documents...
- that is easy to use…
- and applicable to all classes of non-nuclear surface ships.

Master Specification Catalog - Location

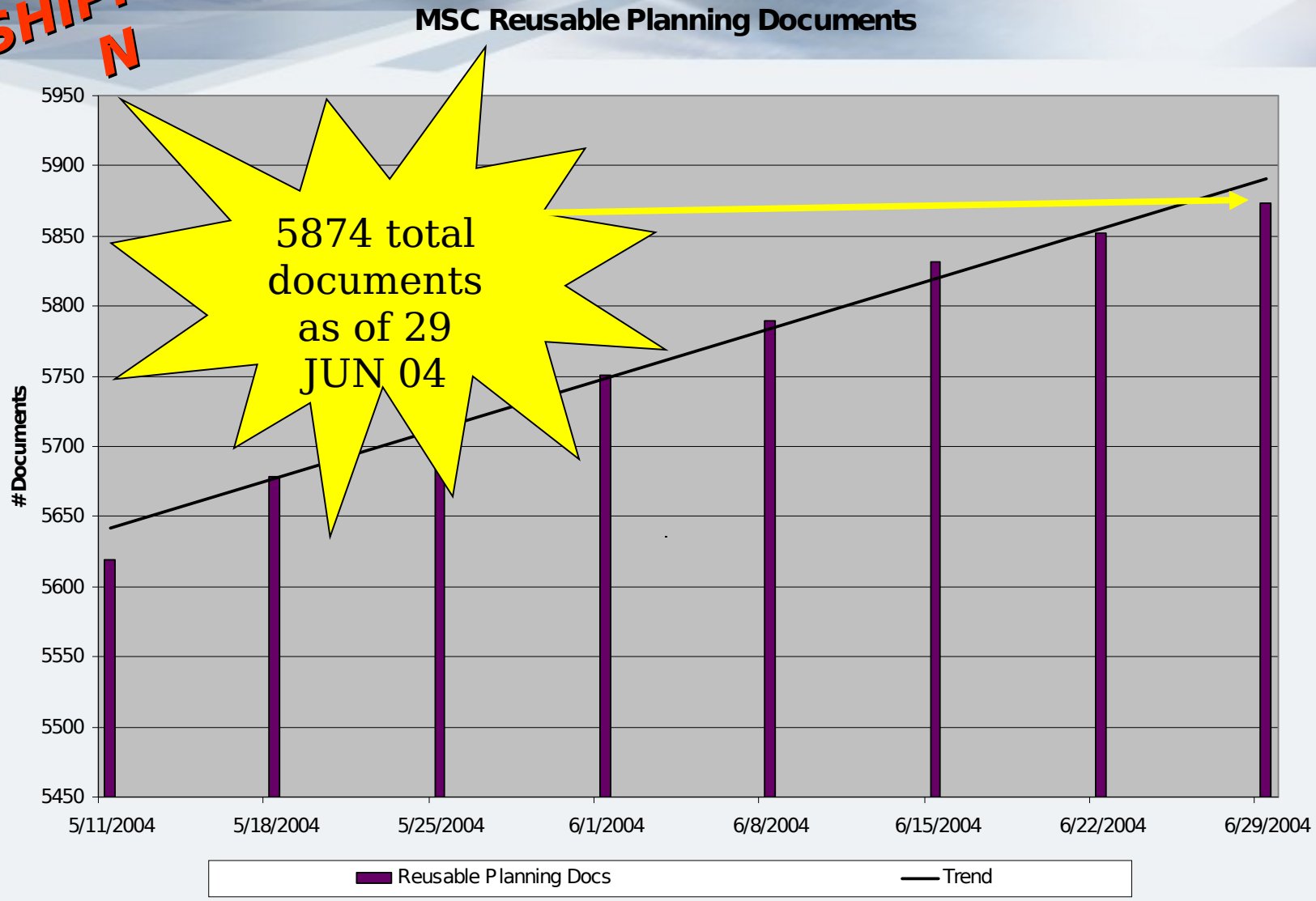
- "D" level - Navy Maintenance Database (NMD)

- "I" level - Navy Enterprise Maintenance Automated Information System (NEMAIS)

Master Specification Catalog - Process



MSC Contents



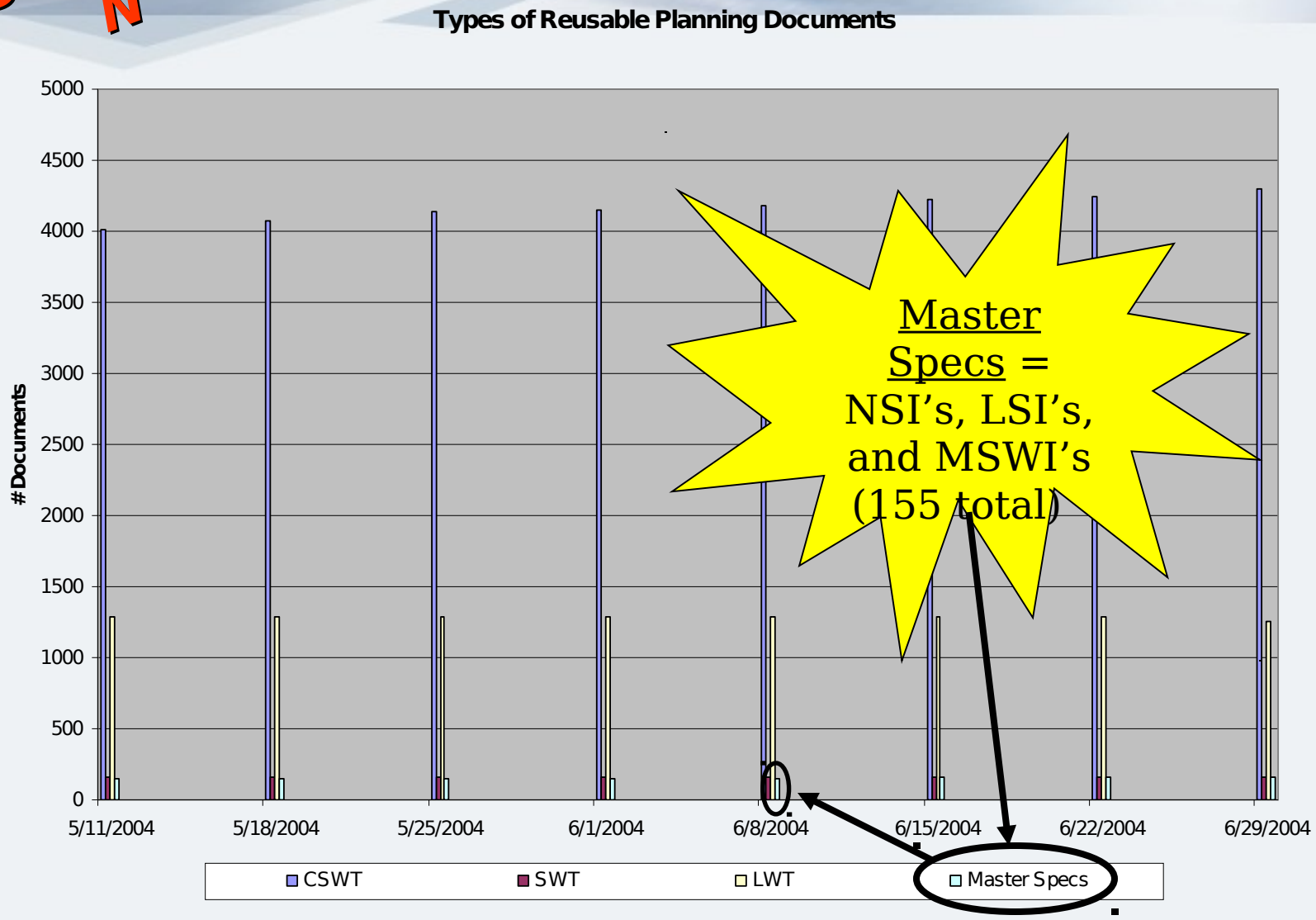
Master Specification Catalog (cont.)

- **Master Specifications: 3 different types (Can not be modified)**
  1. NAVSEA Standard Items (NSI) Items that establish uniform methods and standards for routine repair requirements. Non deviational. Example: SI file no. 009-47 “Gate Valve, repair”. Catalog contains 104 NSI’s.

  2. Local Standard Item (LSI) Items which meet SI criteria, but are for local use only. Example: file no. LSI 099-60JA “General Environmental Requirements for Naval Station Mayport Availabilities, accomplish”. Catalog contains 15 LSI’s

  3. Master Standard Work Item (MSWI) Work item that provides specific repairs, alts or support services for single/multiple classes of ships, that are used without any change to the text. Work item estimate may need adjustment as many MSWI’s are availability duration driven. Example: MSWI file no. 992-31 “Ship’s Force Parking, 300 Parking Spaces, provide” Catalog contains 36 MSWI’s

MSC Contents



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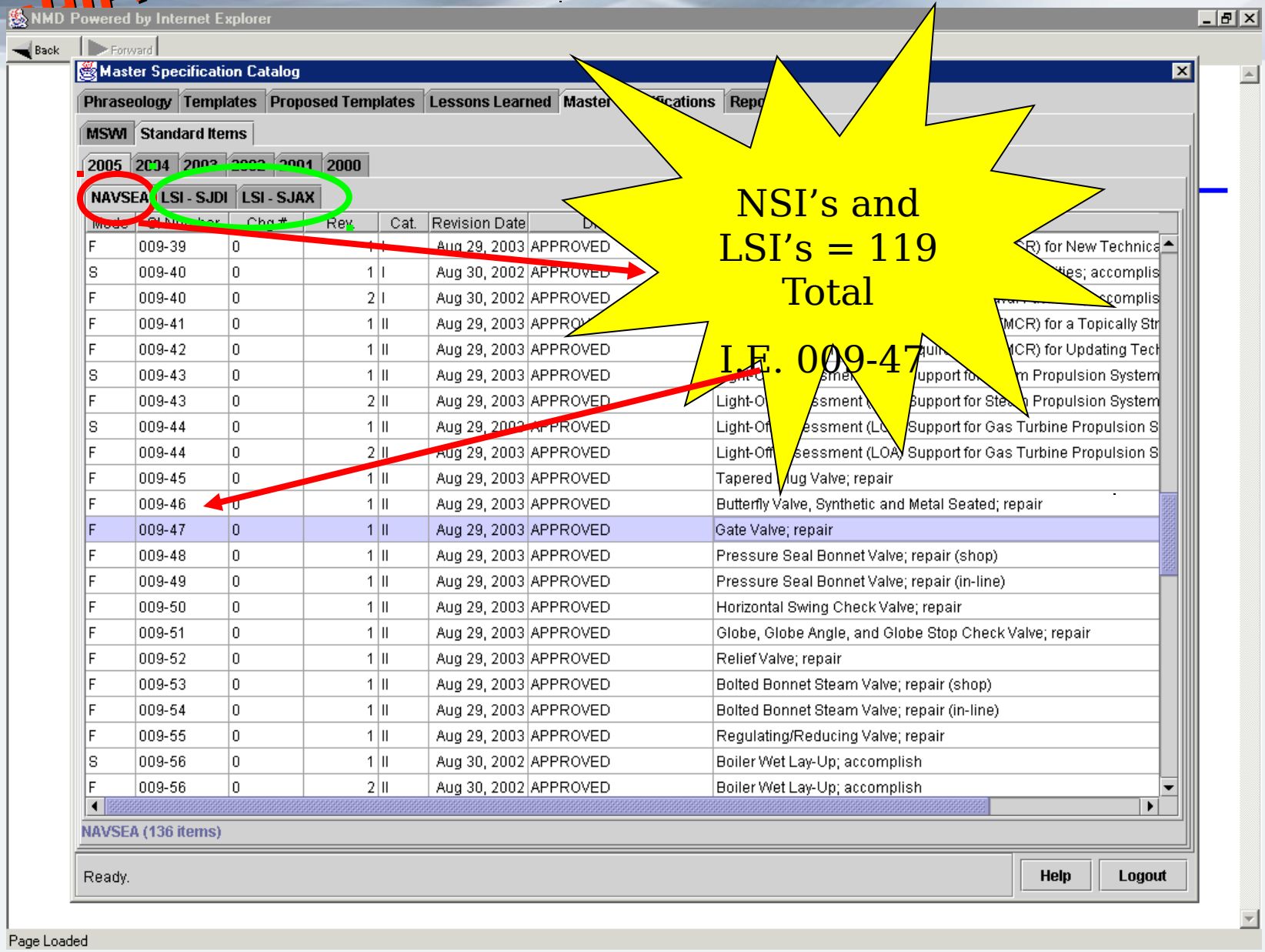
NMD Screen Shot of Standard Items



Mode	Chg #	Rev.	Cat.	Revision Date		
F	009-39	0	1	I	Aug 29, 2003	APPROVED
S	009-40	0	1	I	Aug 30, 2002	APPROVED
F	009-40	0	2	I	Aug 30, 2002	APPROVED
F	009-41	0	1	II	Aug 29, 2003	APPROV
F	009-42	0	1	II	Aug 29, 2003	APPROVED
S	009-43	0	1	II	Aug 29, 2003	APPROVED
F	009-43	0	2	II	Aug 29, 2003	APPROVED
S	009-44	0	1	II	Aug 29, 2003	APPROVED
F	009-44	0	2	II	Aug 29, 2003	APPROVED
F	009-45	0	1	II	Aug 29, 2003	APPROVED
F	009-46	0	1	II	Aug 29, 2003	APPROVED
F	009-47	0	1	II	Aug 29, 2003	APPROVED
F	009-48	0	1	II	Aug 29, 2003	APPROVED
F	009-49	0	1	II	Aug 29, 2003	APPROVED
F	009-50	0	1	II	Aug 29, 2003	APPROVED
F	009-51	0	1	II	Aug 29, 2003	APPROVED
F	009-52	0	1	II	Aug 29, 2003	APPROVED
F	009-53	0	1	II	Aug 29, 2003	APPROVED
F	009-54	0	1	II	Aug 29, 2003	APPROVED
F	009-55	0	1	II	Aug 29, 2003	APPROVED
S	009-56	0	1	II	Aug 30, 2002	APPROVED
F	009-56	0	2	II	Aug 30, 2002	APPROVED

F	009-39
S	009-40
F	009-40
F	009-41
F	009-42
S	009-43
F	009-43
S	009-44
F	009-44
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F	009-51
F	009-52
F	009-53
F	009-54
F	009-55
S	009-56
F	009-56

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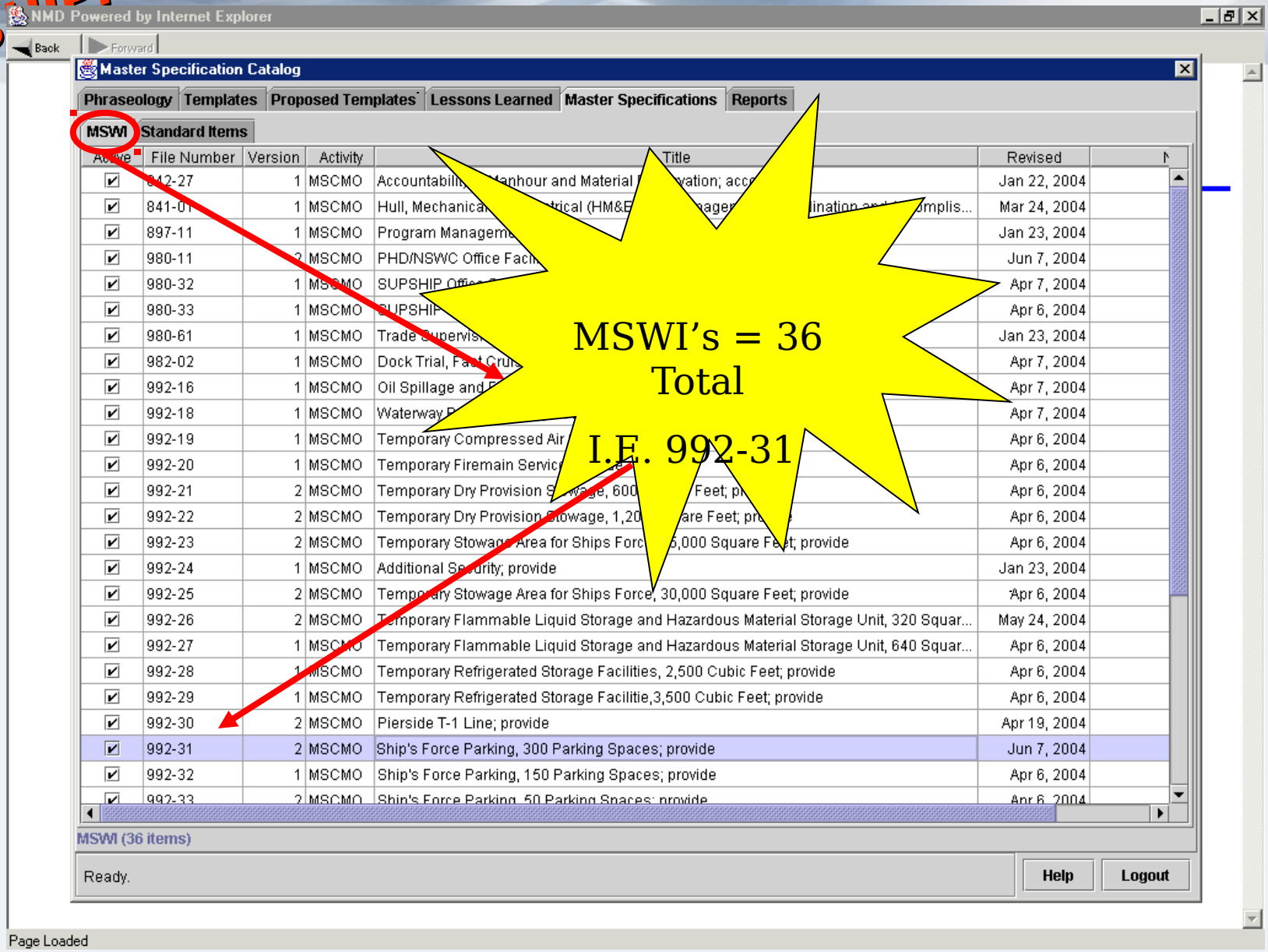
NMD Screen Shot of MSWI's



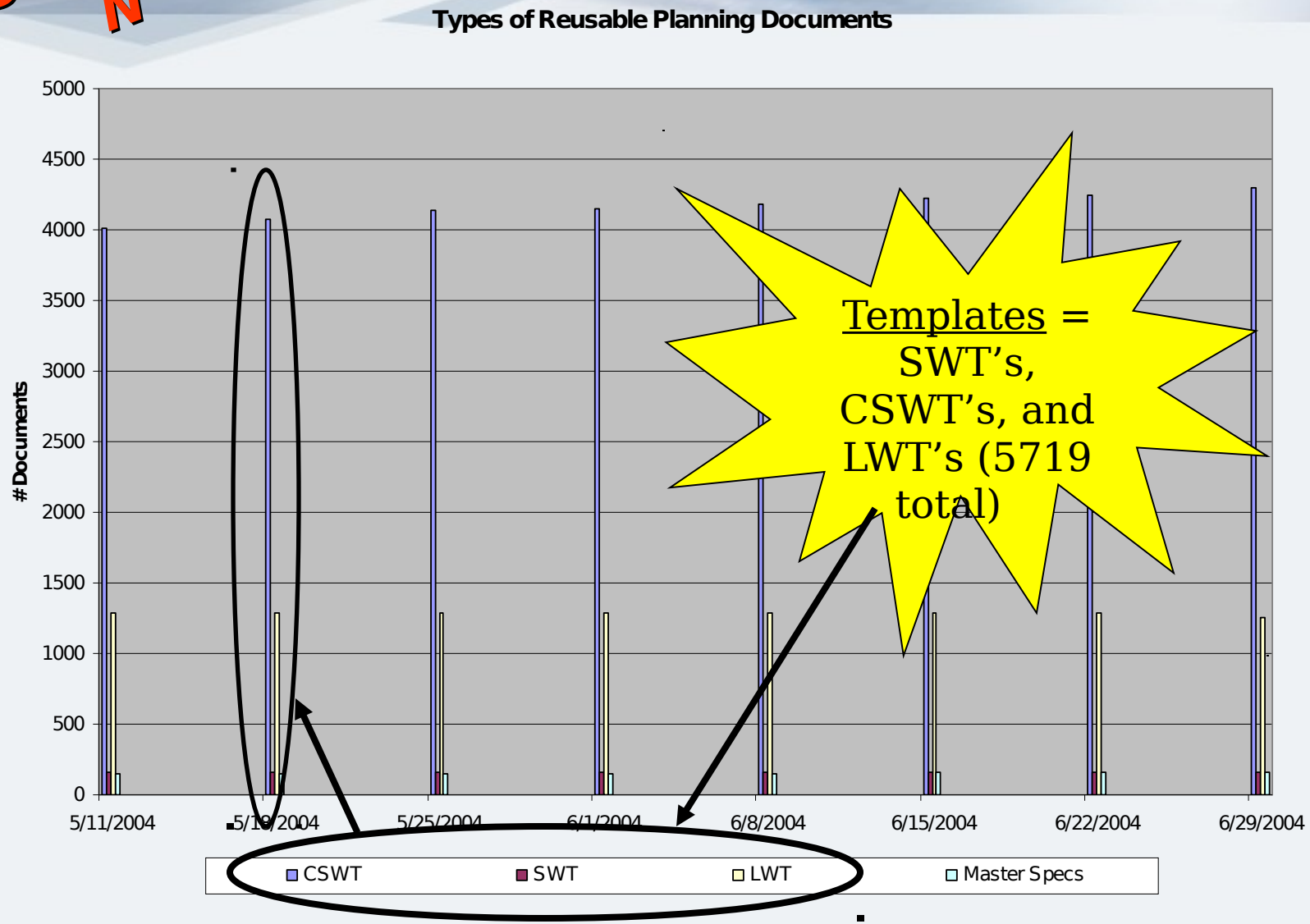
Master Specification Catalog

- **Templates: 3 different types (May be Modified)**
  1. Standard Work Template (SWT) Template prepared for specific repairs/alts/support services, utilized across ship classes. Example: SWT file no. 992-02 "Temporary Services, provide". Catalog contains 163 SWT's

  2. Class Standard Work Template (CSWT) Template prepared for specific repairs/alts/support services, that has been refined to apply to a single class of ships. Example: CSWT file no. 992-22 "Temporary Services (DDG-51 class), provide". Catalog contains 4299 CSWT's

  3. Local Work Template (LWT) Template prepared to provide instruction/support services that are unique to a specific geographic location. Example: LWT file no. 992-06 "Temporary Services(pier side in Jacksonville), provide". Catalog contains 1257 LWT's

MSC Contents



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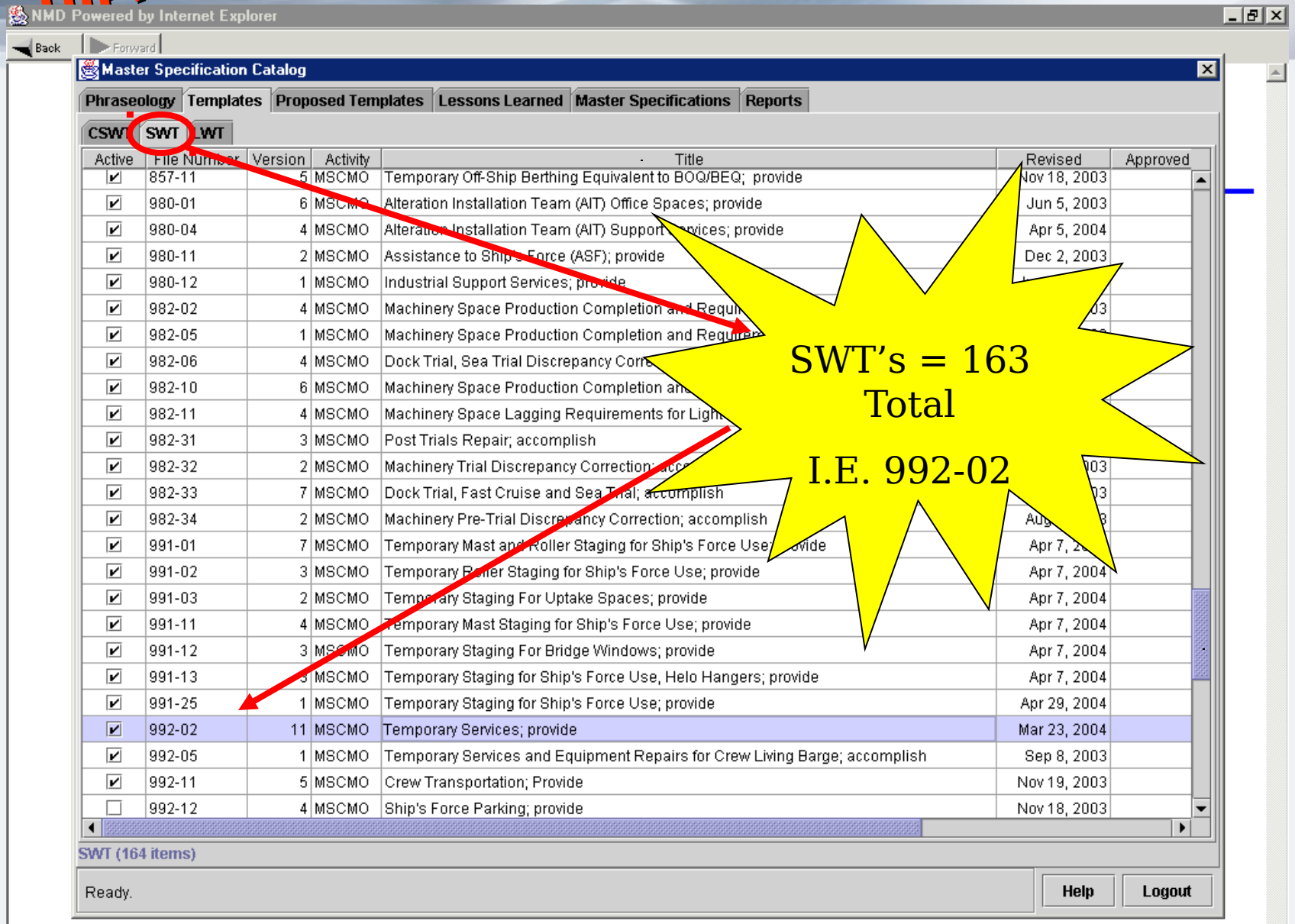
NMD Screen Shot of SWT's


NMD Powered by Internet Explorer
Back
Forward
Master Specification Catalog
Phraseology
Templates
Proposed Templates
Lessons Learned
Master Specifications
Reports
CSWT
SWT
LWT
Active | File Number | Version | Activity | Title | Revised | Approved
857-11 | 5 | MSCMO | Temporary Off-Ship Berthing Equivalent to BOQ/BEQ; provide | Nov 18, 2003
980-01 | 6 | MSCMO | Alteration Installation Team (AIT) Office Spaces; provide | Jun 5, 2003
980-04 | 4 | MSCMO | Alteration Installation Team (AIT) Support Services; provide | Apr 5, 2004
980-11 | 2 | MSCMO | Assistance to Ship's Force (ASF); provide | Dec 2, 2003
980-12 | 1 | MSCMO | Industrial Support Services; provide
982-02 | 4 | MSCMO | Machinery Space Production Completion and Requi
982-05 | 1 | MSCMO | Machinery Space Production Completion and Requires
982-06 | 4 | MSCMO | Dock Trial, Sea Trial Discrepancy Corre
982-10 | 6 | MSCMO | Machinery Space Production Completion an
982-11 | 4 | MSCMO | Machinery Space Lagging Requirements for Ligh
982-31 | 3 | MSCMO | Post Trials Repair; accomplish
982-32 | 2 | MSCMO | Machinery Trial Discrepancy Correction; acco
982-33 | 7 | MSCMO | Dock Trial, Fast Cruise and Sea Trial; accomplish
982-34 | 2 | MSCMO | Machinery Pre-Trial Discrepancy Correction; accomplish
991-01 | 7 | MSCMO | Temporary Mast and Roller Staging for Ship's Force Use; provide | Apr 7, 2
991-02 | 3 | MSCMO | Temporary Roller Staging for Ship's Force Use; provide | Apr 7, 2004
991-03 | 2 | MSCMO | Temporary Staging For Uptake Spaces; provide | Apr 7, 2004
991-11 | 4 | MSCMO | Temporary Mast Staging for Ship's Force Use; provide | Apr 7, 2004
991-12 | 3 | MSCMO | Temporary Staging For Bridge Windows; provide | Apr 7, 2004
991-13 | 3 | MSCMO | Temporary Staging for Ship's Force Use, Helo Hangers; provide | Apr 7, 2004
991-25 | 1 | MSCMO | Temporary Staging for Ship's Force Use; provide | Apr 29, 2004
992-02 | 11 | MSCMO | Temporary Services; provide | Mar 23, 2004
992-05 | 1 | MSCMO | Temporary Services and Equipment Repairs for Crew Living Barge; accomplish | Sep 8, 2003
992-11 | 5 | MSCMO | Crew Transportation; Provide | Nov 19, 2003
992-12 | 4 | MSCMO | Ship's Force Parking; provide | Nov 18, 2003
SWT (164 items)
Ready.
Help
Logout
SWT's = 163 Total
I.E. 992-02
Page Loaded

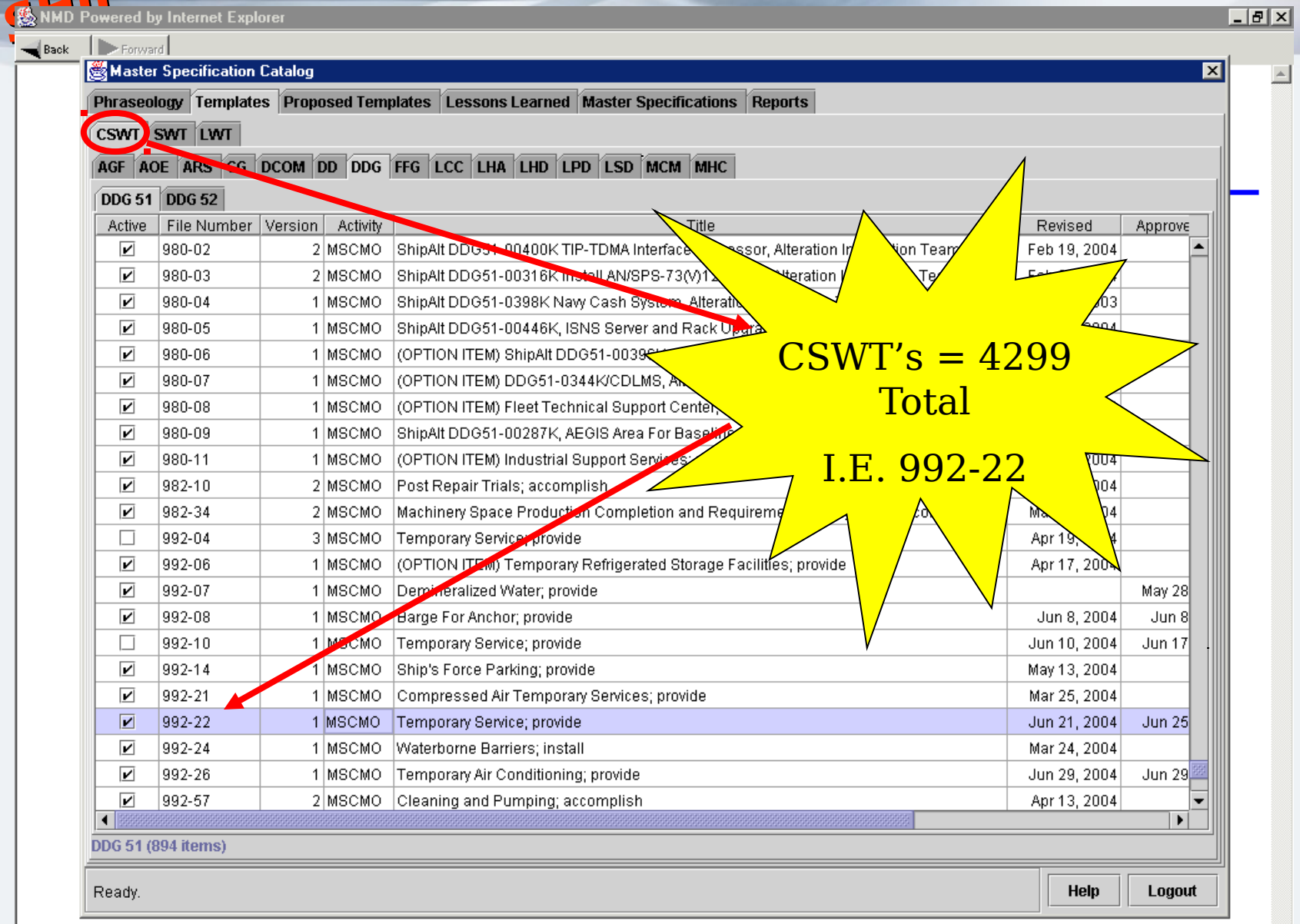
Master Specification Catalog

- **Templates: 3 different types (May be Modified)**
  1. Standard Work Template (SWT) Template prepared for specific repairs/alts/support services, utilized across ship classes. Example: SWT file no. 992-02 "Temporary Services, provide". Catalog contains 163 SWT's

  2. **Class Standard Work Template (CSWT) Template prepared for specific repairs/alts/support services, that has been refined to apply to a single class of ships. Example: CSWT file no. 992-22 "Temporary Services (DDG-51 class), provide". Catalog contains 4299 CSWT's**

  3. Local Work Template (LWT) Template prepared to provide instruction/support services that are unique to a specific geographic location. Example: LWT file no. 992-06 "Temporary Services(pier side in Jacksonville), provide". Catalog contains 1257 LWT's

NMD Screen Shot of CSWT's


NMD Powered by Internet Explorer
Back
Forward
Master Specification Catalog
Phraseology
Templates
Proposed Templates
Lessons Learned
Master Specifications
Reports
CSWT
SWT
LWT
AGF
AOE
ARS
CG
DCOM
DD
DDG
FFG
LCC
LHA
LHD
LPD
LSD
MCM
MHC
DDG 51
DDG 52
Active
File Number
Version
Activity
Title
Revised
Approve
980-02 2 MSCMO ShipAlt DDG51-00400K TIP-TDMA Interface ...ssor, Alteration In...ion Team Feb 19, 2004
980-03 2 MSCMO ShipAlt DDG51-00316K Install AN/SPS-73(V)1 ...lteration I... Te...
980-04 1 MSCMO ShipAlt DDG51-0398K Navy Cash System, Alterati...
980-05 1 MSCMO ShipAlt DDG51-00446K, ISNS Server and Rack U...
980-06 1 MSCMO (OPTION ITEM) ShipAlt DDG51-0039...
980-07 1 MSCMO (OPTION ITEM) DDG51-0344K/CDLMS, A...
980-08 1 MSCMO (OPTION ITEM) Fleet Technical Support Center...
980-09 1 MSCMO ShipAlt DDG51-00287K, AEGIS Area For Baseline...
980-11 1 MSCMO (OPTION ITEM) Industrial Support Services;...
982-10 2 MSCMO Post Repair Trials; accomplish
982-34 2 MSCMO Machinery Space Production Completion and Requireme...
992-04 3 MSCMO Temporary Service; provide Apr 19,...
992-06 1 MSCMO (OPTION ITEM) Temporary Refrigerated Storage Facilities; provide Apr 17, 200...
992-07 1 MSCMO Demineralized Water; provide May 28
992-08 1 MSCMO Barge For Anchor; provide Jun 8, 2004 Jun 8
992-10 1 MSCMO Temporary Service; provide Jun 10, 2004 Jun 17
992-14 1 MSCMO Ship's Force Parking; provide May 13, 2004
992-21 1 MSCMO Compressed Air Temporary Services; provide Mar 25, 2004
992-22 1 MSCMO Temporary Service; provide Jun 21, 2004 Jun 25
992-24 1 MSCMO Waterborne Barriers; install Mar 24, 2004
992-26 1 MSCMO Temporary Air Conditioning; provide Jun 29, 2004 Jun 29
992-57 2 MSCMO Cleaning and Pumping; accomplish Apr 13, 2004
DDG 51 (894 items)
Ready.
Help
Logout
CSWT's = 4299 Total
I.E. 992-22
Page Loaded

Master Specification Catalog

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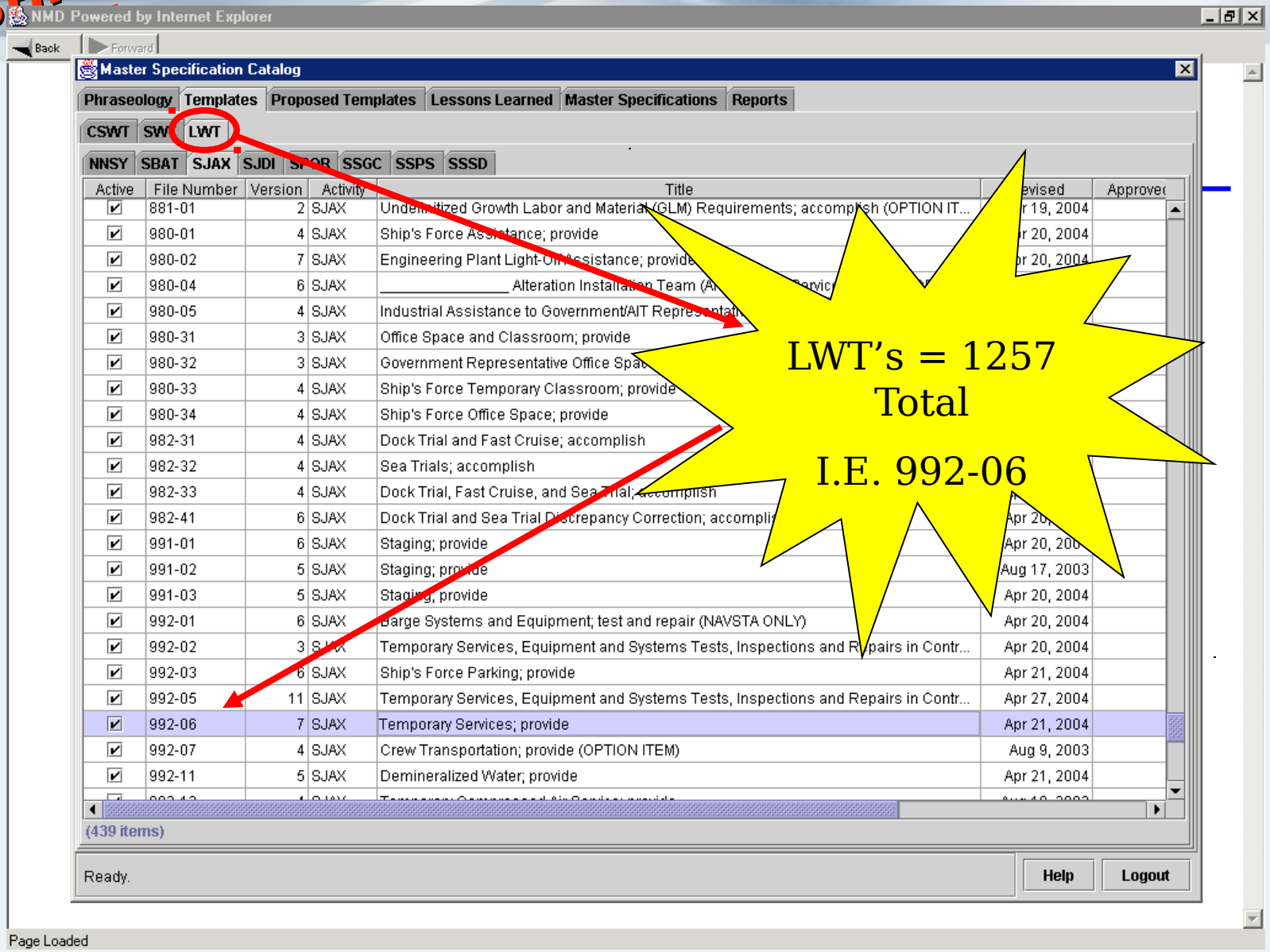
NMD Screen Shot of LWT's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CSWT
SWT
LWT
NNSY
SBAT
SJAX
SJDI
SSGC
SSPS
SSSD
Active
File Number
Version
Activity
Title
Revised
Approved
881-01 2 SJAX
980-01 4 SJAX Ship's Force Assistance; provide
980-02 7 SJAX Engineering Plant Light-Off Assistance; provide
980-04 6 SJAX Alteration Installation Team
980-05 4 SJAX Industrial Assistance to Government/AIT Representati
980-31 3 SJAX Office Space and Classroom; provide
980-32 3 SJAX Government Representative Office Spac
980-33 4 SJAX Ship's Force Temporary Classroom; provide
980-34 4 SJAX Ship's Force Office Space; provide
982-31 4 SJAX Dock Trial and Fast Cruise; accomplish
982-32 4 SJAX Sea Trials; accomplish
982-33 4 SJAX Dock Trial, Fast Cruise, and Sea Trial; accomplish
982-41 6 SJAX Dock Trial and Sea Trial Discrepancy Correction; accompli
991-01 6 SJAX Staging; provide
991-02 5 SJAX Staging; provide Aug 17, 2003
991-03 5 SJAX Staging; provide Apr 20, 2004
992-01 6 SJAX Barge Systems and Equipment; test and repair (NAVSTA ONLY) Apr 20, 2004
992-02 3 SJAX Temporary Services, Equipment and Systems Tests, Inspections and Repairs in Contr... Apr 20, 2004
992-03 6 SJAX Ship's Force Parking; provide Apr 21, 2004
992-05 11 SJAX Temporary Services, Equipment and Systems Tests, Inspections and Repairs in Contr... Apr 27, 2004
992-06 7 SJAX Temporary Services; provide Apr 21, 2004
992-07 4 SJAX Crew Transportation; provide (OPTION ITEM) Aug 9, 2003
992-11 5 SJAX Demineralized Water; provide Apr 21, 2004
(439 items)
Ready.
Help
Logout
Page Loaded
LWT's = 1257 Total
I.E. 992-06

Template Advantages

- Standard Work Templates (SWT)
  - A good base template with cross class applicability
  - A base template for starting new work item candidates
  - Can be modified to suit a specific scope of work
  - Reduced planning time

- Class Standard Work Templates (CSWT)
  - Captures class characteristics and requirements
  - Can be modified to suit a specific scope of work
  - Contains class specific references
  - Reduced planning time

- Local Work Templates (LWT)
  - Encompasses special/unique situations in a particular geographic region

Master Specification Advantages

- NAVSEA Standard items (SI)
  - Non Deviational
  - Standard usage throughout ship maintenance community
  - Living documents, reviewed and modified (if required) annually by SSRAC

- Local Standard Items (LSI)
  - Same advantages as LWT's

- Master Standard Work Items (MSWI)
  - **There are <u>no unique advantages</u> to using MSWI's that can not be achieved by using SWT's, CSWT's or LWT's without modifying the text of the template (using them like a MSWI).** MSWI's, as NMDb is currently configured, reside **in duplicate** in two locations; the MSWI file and the template file

Hot Wash Feedback Process

Business Rules Overview

Hot Wash Objectives

- Implement a systematic strategy by creating a dynamic, people-centered approach used to identify process improvements, which will be shared, and embedded into maintenance and modernization processes.

- Serve as an economical and effective means to share best practices and identify opportunities to improve the following SHIPMAIN processes:
  - Requirement identification
  - Work package preparation
  - Placement and oversight
  - Alterations and modernization

Hot Wash Concepts

Hot Wash is NOT:

- A program review.
- An evaluation of the Maintenance Team or Contractor.
- A place to assign blame or to acknowledge heroism.

Hot Wash IS:

- A process review.
- An evaluation of process execution.
- A place to resolve process issues to improve process execution.

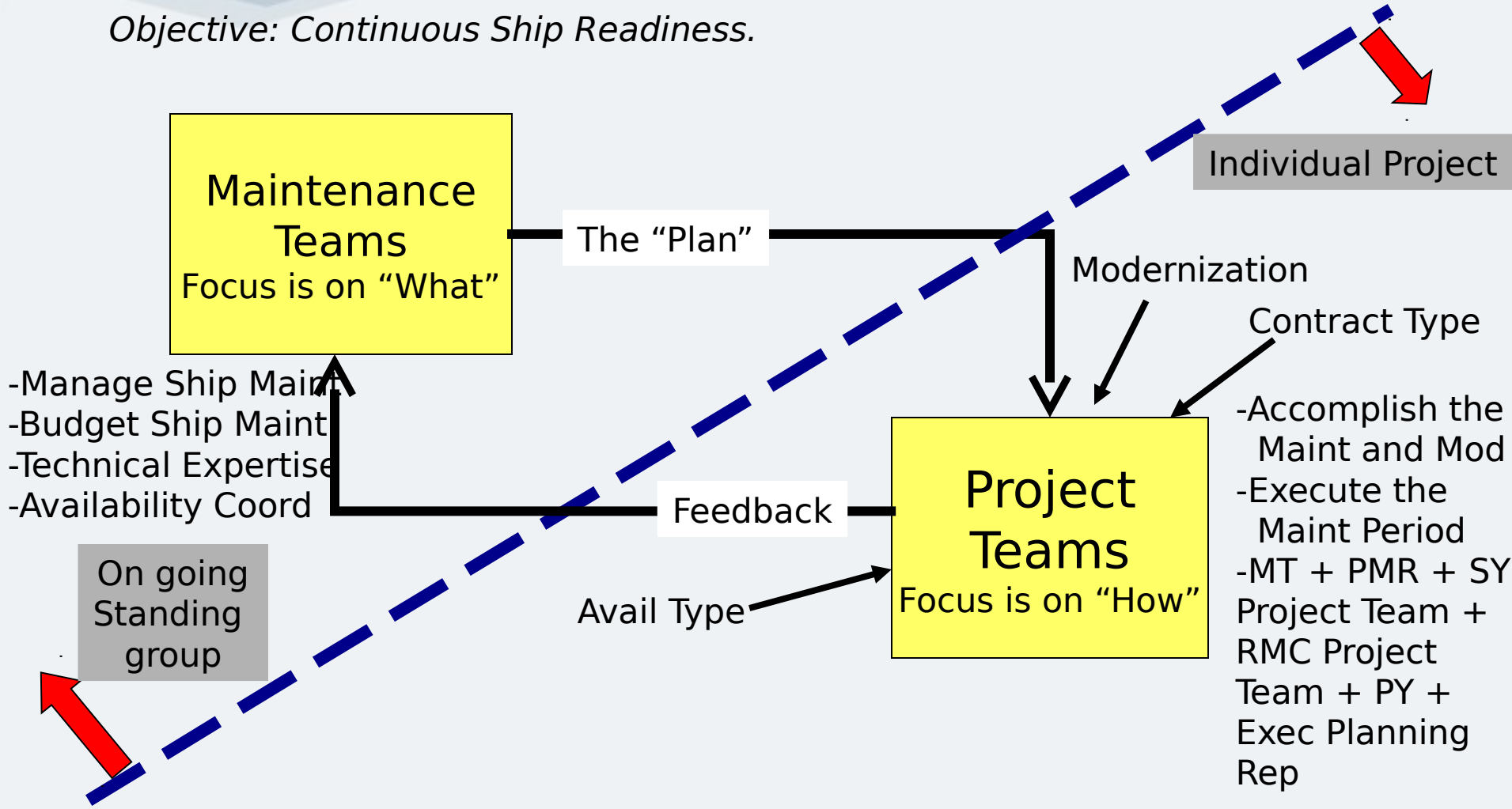
Hot Wash Concepts

- Hot Wash Team includes:
  - **Class Team Leader (Meeting Coordinator)**
  - Project Maintenance Team
  - Program Manager Representative
  - Shipyard Project Team
  - RMC Project Team
  - Planning Yard
  - Execution Planning Representative

- Other attendees include:
  - Key stakeholders from follow-on availability

Conceptual Relationship between Maintenance Teams and Project Teams

Objective: Continuous Ship Readiness.



Objective: Accomplish most work for the dollars available.

Hot Wash Meeting Preparation

A-5 through avail execution

- Arrival Conference
  - Class Team Leader discuss expectations for post-avail hot wash meeting. Reviews business rules and process issues discussed at other hot wash meetings.
- MT records issues to be discussed at the Hot Wash meeting ***throughout the avail execution.***
- Ship's CO is asked to include potential discussion issues in weekly sitreps.
- RMC PM is asked to include potential discussion issues in monthly avail status report.

Hot Wash Meeting Preparation

C-30 to C+0

- MT publish meeting notice (C-30).
  - Request for process issue identification via Avail Feedback Form (enclosure 5).
  - Class Team Leader develops agenda utilizing:
    - Avail feedback forms
    - CO sitreps
    - RMC PM monthly status reports
    - Avail metrics and CFT bridge plots
  - Class Team Leader determines necessary breakout teams and assigns facilitators.

USS Kearsarge 02 June Hot Wash Up Meeting Agenda

DATE 02JUN2004 (WEDNESDAY)

1300	- 1310	PROJECT INTRODUCTIONS
1310	- 1315	HOTWASH PURPOSE AND GOALS
1315	- 1330	NSA AVAILABILITY OVERVIEW
1330	- 1345	SUPSHIP AVAILABILITY OVERVIEW
1345	- 1400	AIT EXECUTION OVERVIEW
1400	- 1415	SHIP VIEWPOINT
1415	- 1430	BREAKOUT SESSIONS (IF REQUIRED)
1430	- 1445	BREAKOUT TEAM REPORTS
1445	- 1500	WRAP-UP, CLOSING REMARKS

Hot Wash Meeting Preparation

- Agenda categorized into various topics:
  - Placement and Oversight
  - Package Preparation
  - Requirements
  - Project Team
  - Alterations and Modernization
  - Repeat Alterations
  - Work Integration
  - Best Practices

Hot Wash Meeting

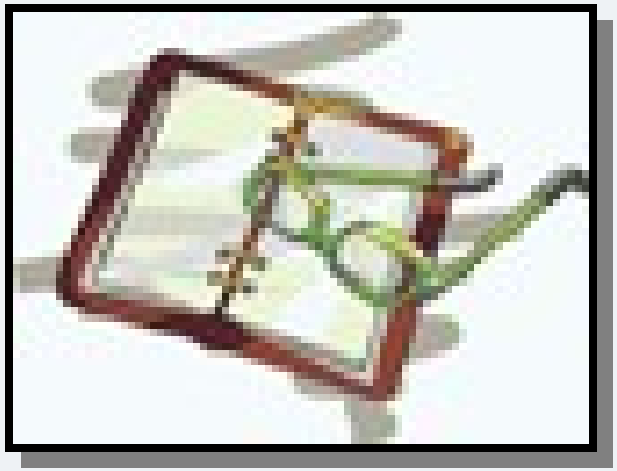
C+14

- Avail overview includes review of all agenda topics.
- Metrics Team will develop Pareto chart to depict issues within specific arenas.
- Breakout teams will review problems and determine recommended actions.
- Class Team Leader will gain consensus from Hot Wash Team and assign actions.
- Issues with immediate impact are compiled into short list for consideration by follow-on availability.
- Immediate impact issues will also be filtered into follow-on training curriculum.

Post Hot Wash Meeting Activity

C+30 to C+45

- MT publish meeting minutes and W3's.
- RMC Business Office posts minutes to the SHIPMAIN web site: www.spear.navy.mil/shipmain
- MT will publish message confirming completion and availability of minutes/W3's.



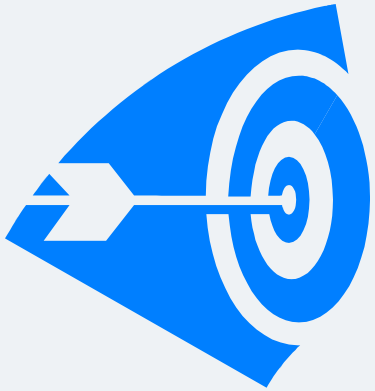
Post Hot Wash Meeting Activity

Ongoing

- CFTs will utilized feedback and incorporate process changes into business rules.
- RMC Business Office reviews feedback on monthly basis to ensure completion of resolution.
- Process owners assign action and coordinate process changes.
- Final report and POAM published .

Hot Wash Process Highlights

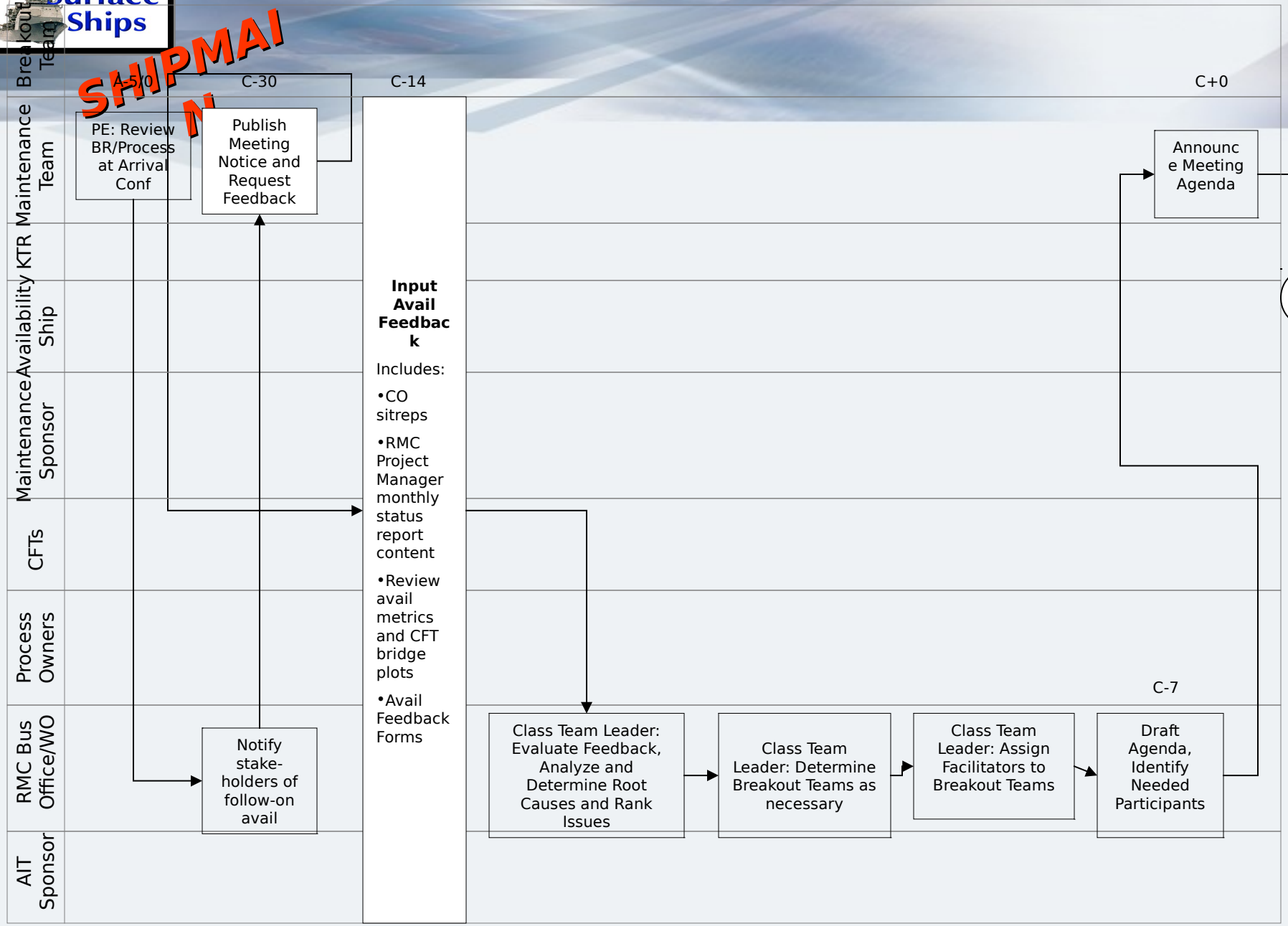
- Process issues may be followed-up on by more than one org/person and will not be “lost”.
- All process issues identified will be addressed.
- Issues for immediate concern will be shared with follow-on avail quickly.
- SHIPMAIN web site:
  - Includes minutes and actions from all hot wash meetings that can be easily tracked.
  - All forms needed for Hot Wash meeting are available.
- Feedback will be incorporated into business rules.



FEEDBACK PROCESS LEVEL MAP

Surface Ships

SHIPMAI



FEEDBACK PROCESS LEVEL MAP

SHIPMAIN

HOT WASH MEETING

C+14

Review Problem Statement

Problem Definition

Recommended Action with W3s

Report Recommendations to Whole Group

Avail Overview

Includes review of SHIPMAIN processes as outlined in Business Rules in addition to all other input received.

Metrics Team Develops Pareto Chart based on feedback

Determine W3 assignments

Class Team Leader: Assigned W3s to Process Owners

A

B

Breakout Team

Maintenance Team

KTR Availability Ship

Maintenance Sponsor

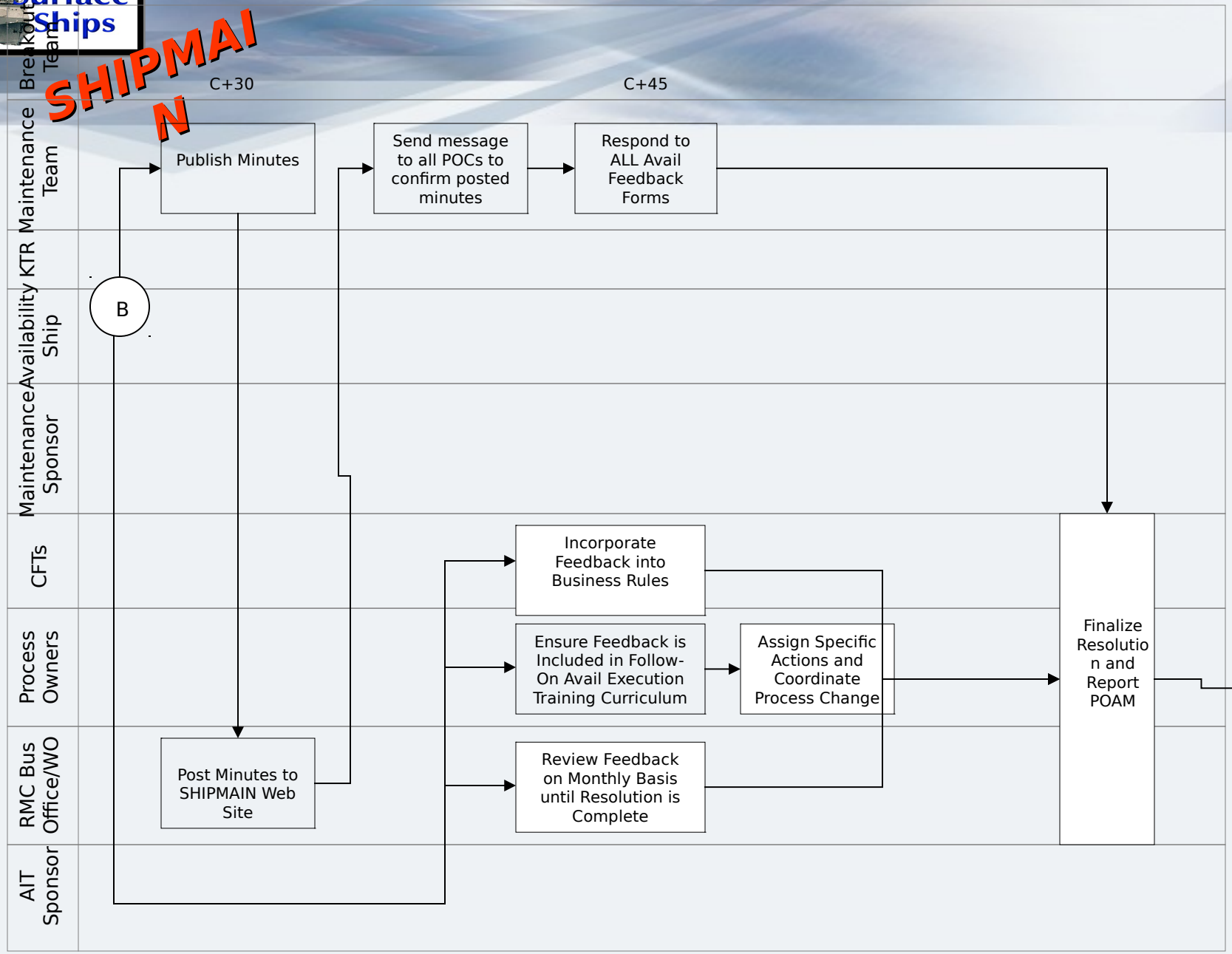
CFTs

Process Owners

RMC Bus Office/WO

AIT Sponsor

FEEDBACK PROCESS LEVEL MAP


Breakout Team
Maintenance Team
KTR
Availability Ship
Maintenance Sponsor
CFTs
Process Owners
RMC Bus Office/WO
AIT Sponsor
C+30
C+45
Publish Minutes
Send message to all POCs to confirm posted minutes
Respond to ALL Avail Feedback Forms
B
Incorporate Feedback into Business Rules
Ensure Feedback is Included in Follow-On Avail Execution Training Curriculum
Assign Specific Actions and Coordinate Process Change
Review Feedback on Monthly Basis until Resolution is Complete
Post Minutes to SHIPMAIN Web Site
Finalize Resolution and Report POAM
PEO SHIPS, CFFC, or CNSF (TBD) draft annual report

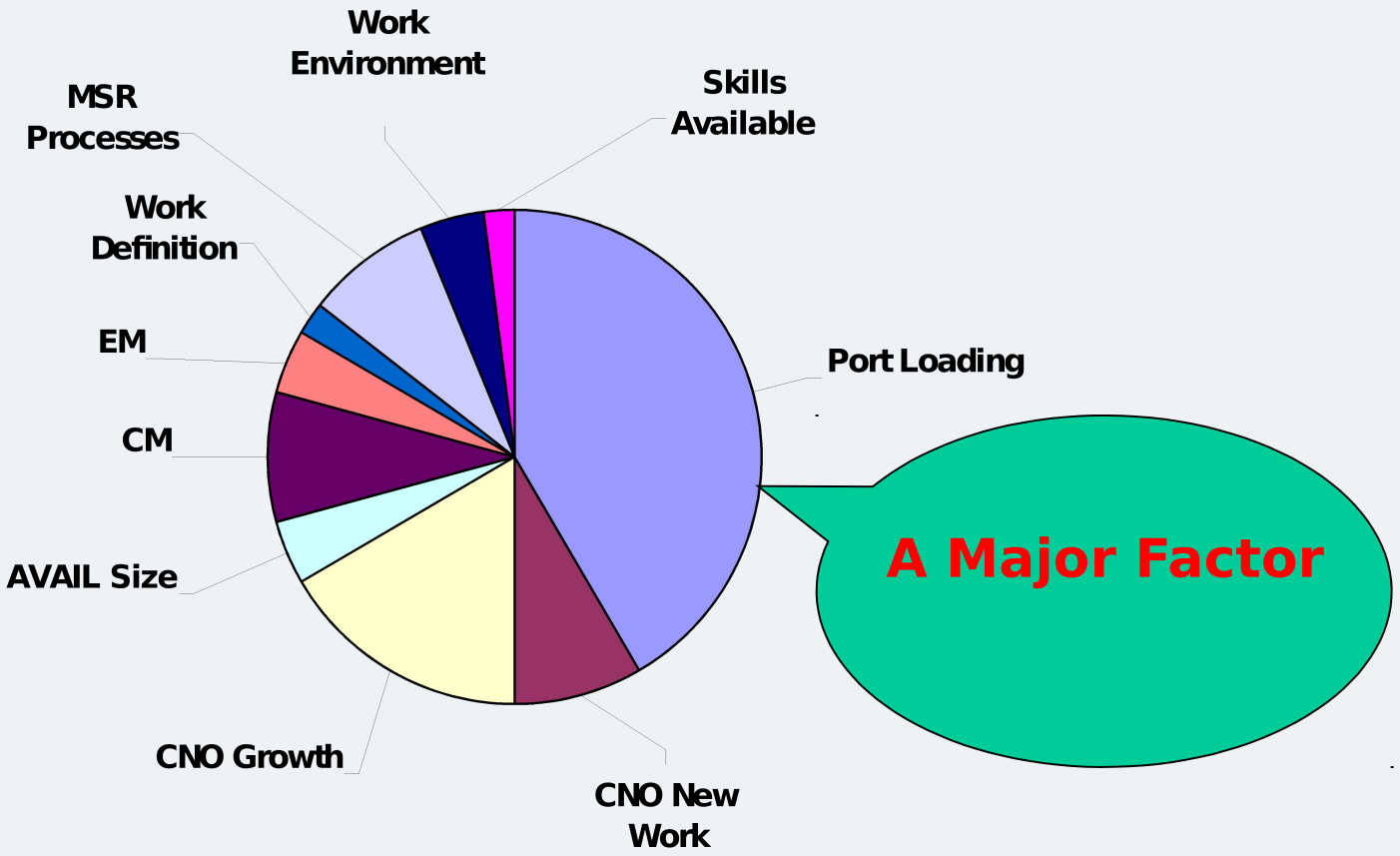
PORT LEVEL LOADING

DEPOT MAINTENANCE SCHEDULING
AND
PORT WORK FORCE
LEVEL LOADING PROCESS

PORT LOADING

THE MOST EFFECTIVE METHOD AVAILABLE TO THE NAVY TO REDUCE DEPOT MANDAY RATES AND TO INCREASE PRODUCTIVITY IS TO REDUCE THE FLUCTUATIONS IN WHICH WORK IS ASSIGNED TO SHIPYARDS AND BETTER LEVEL LOAD THE WORK FORCE.

Premiums Are Driven by These Conditions/Activities



Total Premiums Dollars

Major Influences

It is misleading to focus solely on the man-day rate

Man-day Rates

- Overloading the Labor Force
- Underloading the Labor Force
- Labor to Infrastructure Ratio
- Late Funding of Work
- Adjusting the Labor Force
- Adjusting the Infrastructure
- Ratio of Apprentices to Journeymen

Productivity

- Labor to Infrastructure Ratio
- Labor Force Fatigue
- Infrastructure Fatigue
- Worker Experience
- Anticipation of Layoffs

Error Rate

- Labor to Infrastructure Ratio
- Labor Force Fatigue
- Infrastructure Fatigue
- Worker Experience

Simplified Workflow Model

The infrastructure comprises facilities, equipment and those employees who "support" the labor force. This includes the executive staff, purchasing agents, planners, designers, the accounting staff and the HR staff.

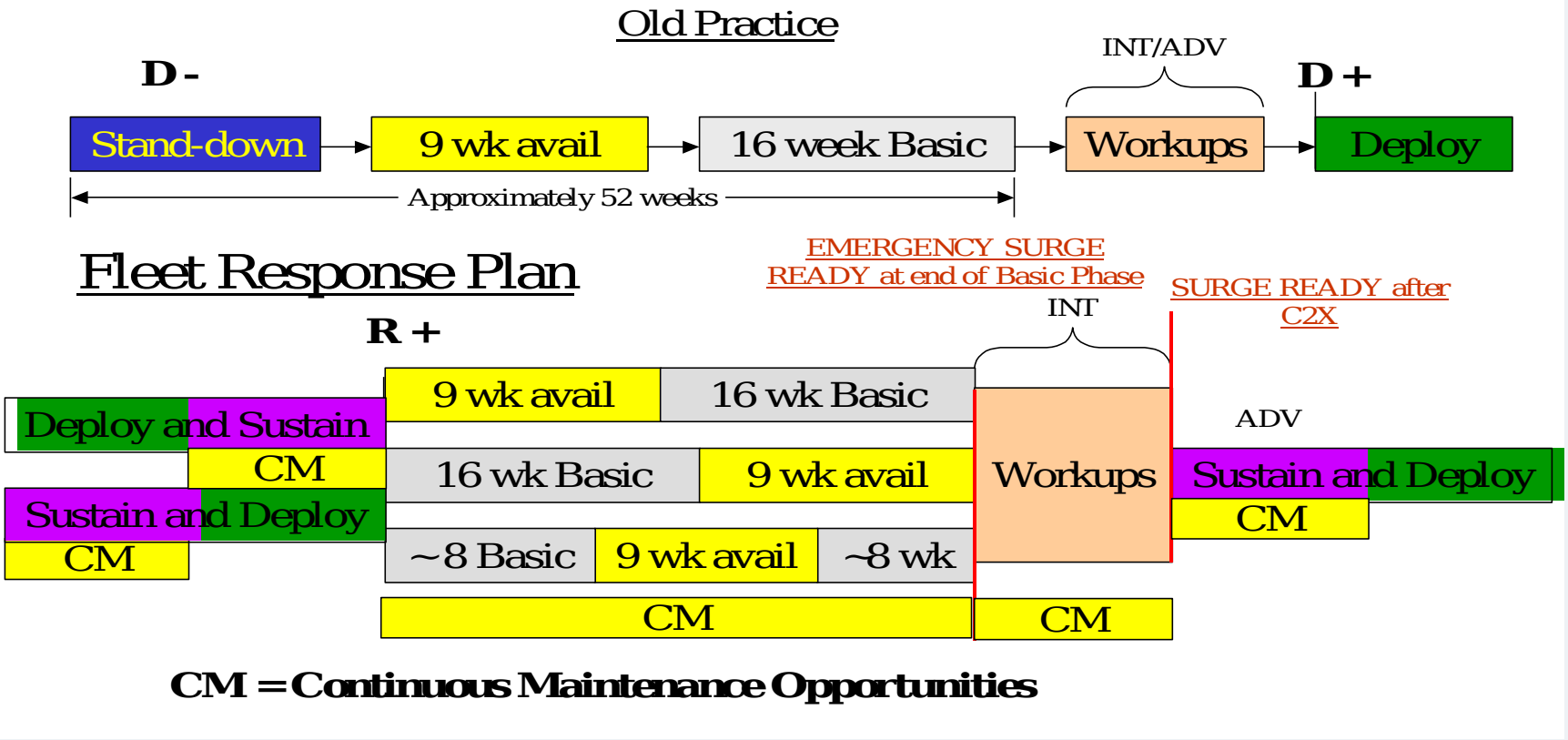
Shipyards are reluctant to either add or remove infrastructure owing to high costs and difficulty in replacement respectively. The time to adjust the infrastructure is therefore >> than the time to adjust the labor force.

As workflow varies, the labor force is adjusted. As the labor force varies, the infrastructure is adjusted. Workflow tends to change faster than the labor force, and the labor force changes much faster than the infrastructure. Major cost drivers are in red.

THE FLEET RESPONSE PLAN (FRP)

A NEW CONCEPT IN OUR READINESS PROCESS KNOWN AS THE FLEET RESPONSE PLAN (FRP) INSTITUTIONALIZES AN ENHANCED SURGE CAPABILITY FOR THE NAVY. THIS HAS CAUSED THE SCHEDULING FOR MAINTENANCE TO ADJUST TO ALIGN WITH THE CONCEPT OF CONTINUOUS READINESS.

FLEET RESPONSE PLAN IMPACT



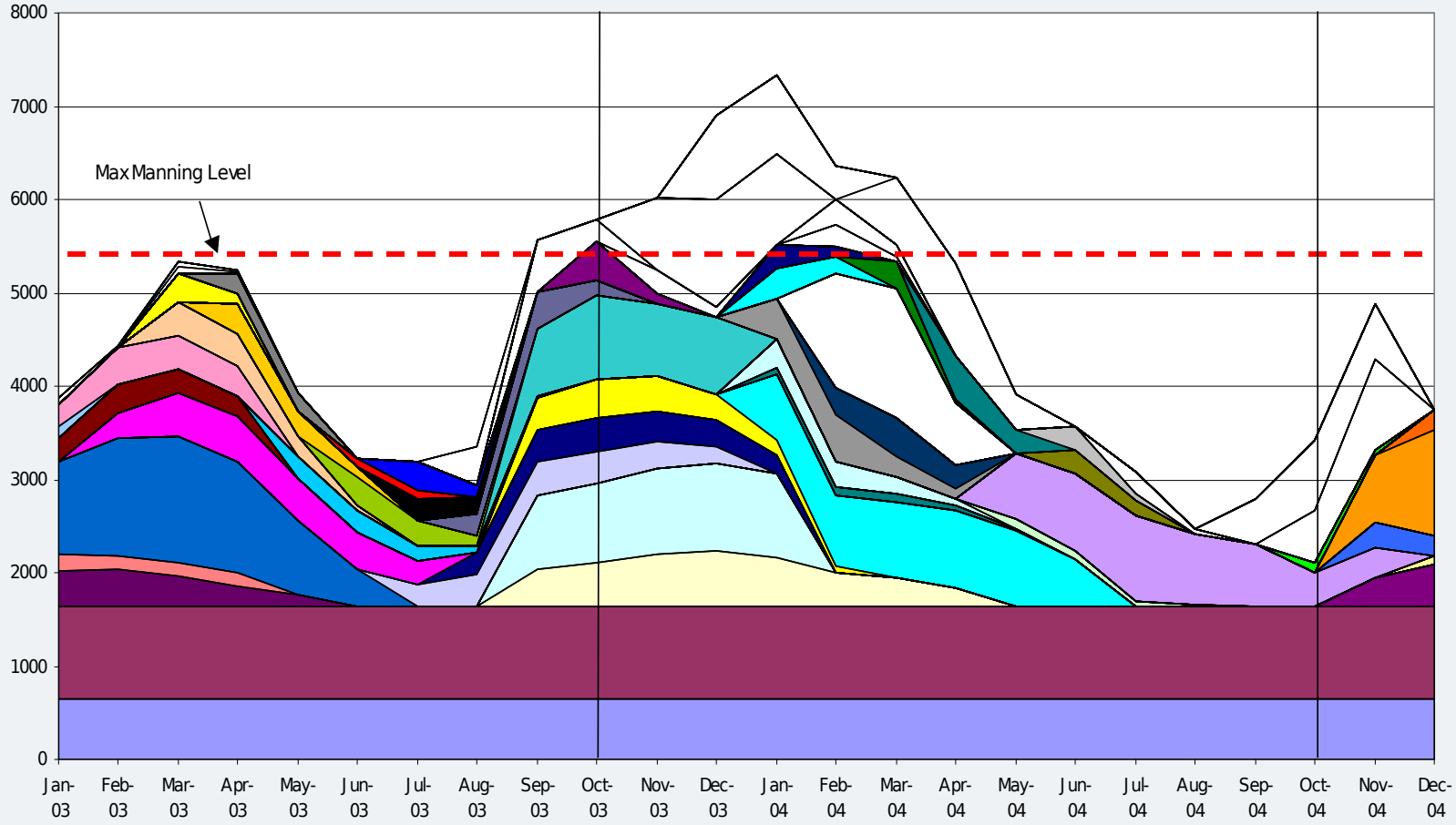
PORT WORK LOAD CHARTS

THESE CHARTS CAN BE USED TO RELECT VARIOUS SCHEDULING OPTIONS, LIMITING PEAKS AND VALLEYS, AND RESULTING IN A BETTER LEVEL LOADED PORT.

Surface Ships

SHIPMAIN

SUPSHIP PORTSMOUTH WORKLOAD CHART FOR SURGE OF SURFACE SHIPS (PRIOR TO LEVEL LOADING)



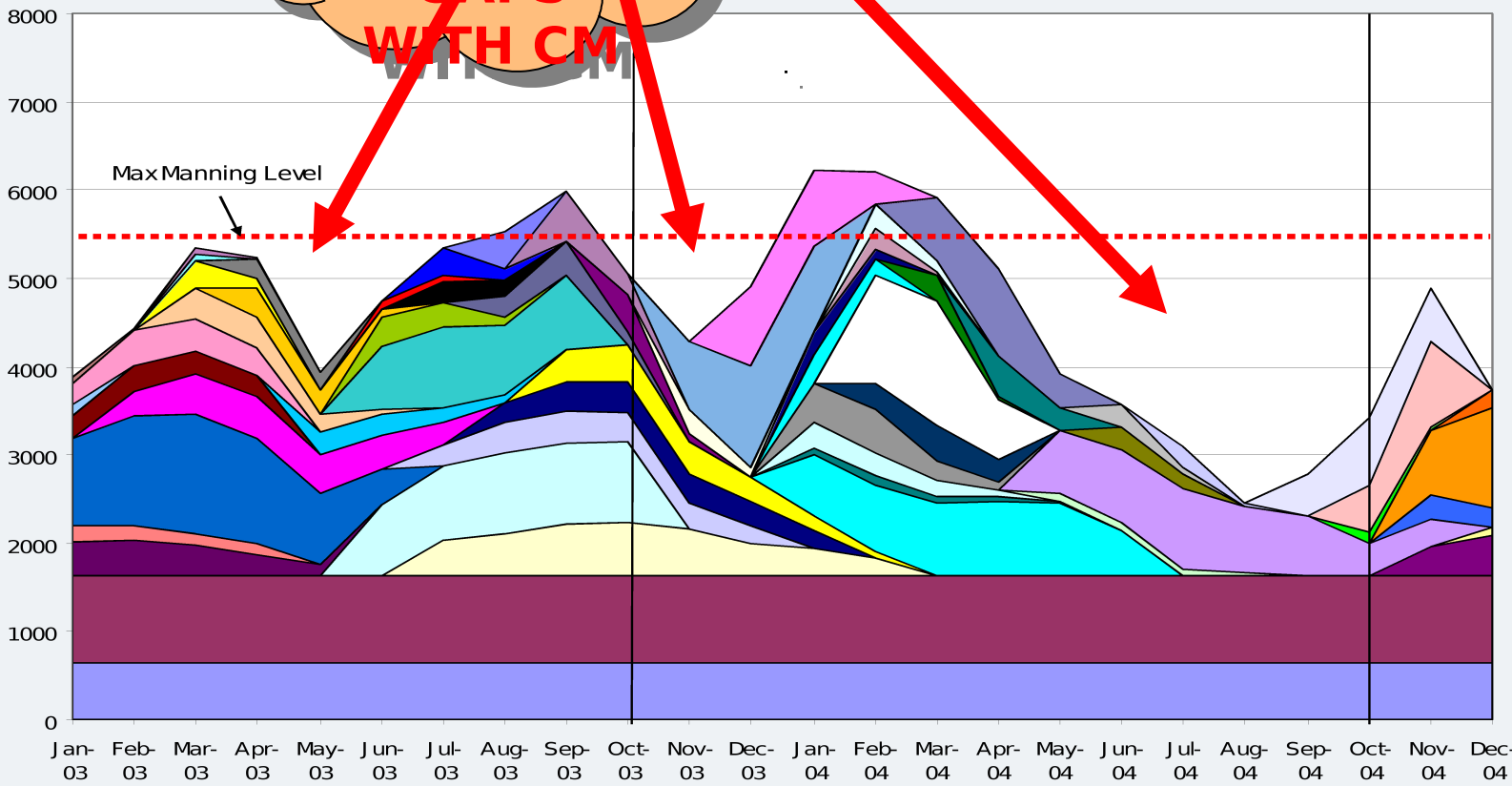
Colors represent different ship availabilities
Lower lines represent Continous Maintenance (CM)

Surface Ships

SHIPMAIN

SUPSHIP PORTSMOUTH WORKLOAD CHART FOR SURGE OF SURFACE SHIPS (AFTER LEVEL LOADING PORT)

FILL IN THE GAPS WITH CM



Colors represent different ship availabilities
Lower lines represent Continuous Maintenance

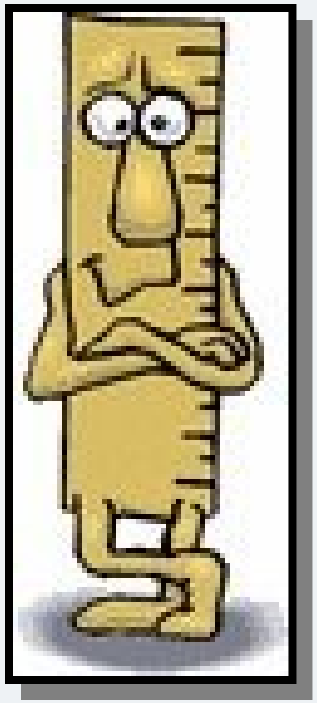
Continuous TAR Update

Continuous TAR

- Technical Advisory Report (TAR)
- Done for each individual work item
- Technical Analyst (TA) and MT must work closely together
- Done on a continuous basis vice the old “batch process” TAR (unless under FFP contract)

Continuous TAR

- A TAR will be done on each contractor planning estimate
- Each TAR consists of an analysis of the following:
  - Contractor's estimating process
  - Direct material
  - Direct labor
  - Any subcontracts
  - Risk assessment
- Note the estimate should get more accurate as more of the package is built



Premium Tool Update

Premium Tool Update

- Excel based spreadsheet at all RMCs
- Used to support MT Business Case Analysis for G/NW
- Differentiates between MS/MO and FFP
- Easy to use
  - Input data as indicated
  - Calculates costs as shown

Surface Ships

SHIPMAIN

MAINTENANCE TEAM PREDICTIVE PREMIUMS INTERACTIVE TOOL

	SHIP NAME	SHIP CLASS	CONTRACT TYPE	PORT
ENTRY REQUIRED				
	AVAIL START	AVAIL END	PREDICTED RCC COST	PREDICTED START WORK DATE
ENTRY REQUIRED				
	RCC COST	PREMIUM COST	BASE COST	% PREMIUM
PROJECTED PREMIUM STRUCTURE	$ -	$ -	$0	

BASED ON SHIPMAIN PREDICTIVE ALGORITHM

Surface Ships

SHIPMAIN

CONTINUOUS MAINTENANCE AVAILABILITIES (CMAV)

BUSINESS RULES
CFT3

CMAV Business Rules

- Two types of CM Availabilities
  - Scheduled CMAV (XAZ)
  - Unscheduled CMAV (XCM)

CMAV Business Rules
Scheduling

- XAZ – Scheduled CMAVs
  - Before the start of the Fiscal Year, as a part of MMBP development, Maintenance Teams will establish a Scheduled Continuous Maintenance Avail (XAZ) each quarter for periods when ship will be in home port for three continuous weeks or longer.
  - CMAVs will be scheduled to start on the first weekday after arriving in port and will be scheduled to complete one week prior to scheduled underway day.
    - This will result in scheduled CMAVs being at least 2 weeks in length and reduce premiums paid for rush to complete work prior to u/w. Do not start CMAVs on weekends or holidays when support for tag-outs and avail start up is typically not available.
  - CMAV schedules will be reviewed at each PB4M and adjusted as ships' operational schedules dictate. During MMBP development, notional dates may be used. Adjustment of dates will be required throughout the year (but can't move forward to where it would "bust" a milestone requirement).

CMAV Business Rules
Scheduling (cont'd)

- XAZ – Scheduled CMAVs
  - Any, and all, maintenance should be brokered into any scheduled CMAV.
    - (FMAV/RAV/TAV terms will no longer be used)
  - Any work which will prevent the ship from being Ready for Sea (RFS) within 96 hours should be brokered only into scheduled (XAZ) avails.
    - Required requests / notification will be submitted to 2nd / 3rd Fleet via ISIC and TYCOM.
  - CMAVs will not be conducted concurrently with CNO (XCZ) availabilities.

CMAV Business Rules
Scheduling (cont'd)

- <u>XCM – Unscheduled Continuous Maintenance</u>
  - Unscheduled CM may be performed during periods when the ship will be inport less than 3 continuous weeks or when maintenance opportunities present themselves due to late notice operational schedule changes.
    - When operational schedule changes occur early enough to allow the scheduling of a scheduled CM (XAZ) availability, a new XAZ avail should be scheduled rather than executing maintenance in the unscheduled XCM availability.
  - I-level maintenance may be brokered into XCM avails
    - Ship to Shop jobs in which the job will be be worked while the ship is at sea will be scheduled into the XCM avail.

CMAV Business Rules
Scheduling (cont'd)

- XCM – Unscheduled CM
  - Although the XCM avail is defined as a year-long "unscheduled" avail at the beginning of the Fiscal Year, discrete CM maintenance opportunities will be identified as the ship's schedule firms up.
  - When scheduled XAZ avails can not be inserted due to length of inport period (less than 3 weeks) or late identification of maintenance opportunity will not support XAZ milestones, maintenance can be accomplished in the XCM avail.
  - All maintenance accomplished in XCM avails will be planned and specifications developed just as if the maintenance was to be executed in CNO or Scheduled CM Avails.

CMAV Business Rules
Milestones

- XAZ – Scheduled CMAVs
  - For Ships in MSMO Contracts, the following Milestones apply (these are current 4702 Milestones):
    - A-40 I-Level package locked
    - A-30 D-level package locked
    - A-20 Conduct WPER
    - A-10 Definitize Work Package

CMAV Business Rules
Milestones

- XAZ – Scheduled CMAVs
  - For ships which are not in a MSMO contract, RMCs will award and use IDIQ FFP type contracts.
  - For FFP, the following Milestones apply:
    - A-60 D-Level Package Locked
    - A-40 I-Level Package Locked
    - A-40 Solicit Contract
    - A-30 Bids Due
    - A-20 Award Contract
    - A-10 Conduct WPER

CMAV Business Rules
Milestones

- XCM – Unscheduled CM
  - XCM avails are not holding queues
  - Schedule an XAZ avail if possible (remember the milestones!).
  - All work planned/specs developed NLT 14 days prior to start. Award/Definitization NLT 7 days prior to start
  - When these milestones can not be met, the maintenance must either be rescheduled to a subsequent XCM opportunity, accomplished in a scheduled CMAV, or accomplished as Emergent Maintenance.

CMAV Business Rules
Execution

- NSA
  - The RMC (or Naval Shipyard if applicable) is the NSA for all work accomplished in XAZ and XCM availabilities.
  - Modernization may be accomplished in scheduled XAZ Continuous Maintenance availabilities provided modernization milestones applicable to CNO Availabilities are met for XAZ avails. Modernization planned for XAZ availabilities will be identified in the MMBP before it is submitted for RMC / TYCOM approval.

- WORK INTEGRATION
  - Depending on the complexity of the scheduled maintenance and / or modernization and the number of maintenance activities involved, the Maintenance Team may include a work item for Production scheduling and integration in the work package or bid specs.
  - If this work item is not utilized, the Maintenance Team NSA Project Manger will perform this function.

CMAV Business Rules
Execution (cont'd)

- MANAGEMENT TOOLS
  - XAZ and XCM Avails shall be executed in NMD and NEMAIS (or whatever I-Level management tool is being used by the RMC if NEMAIS has not been rolled out).

- LESSONS LEARNED
  - A CMAV Hotwash, will be conducted at a Planning Board For Maintenance within 30 days of the CMAV completion for all scheduled CMAVs (XAZ Avails).

Final Questions?